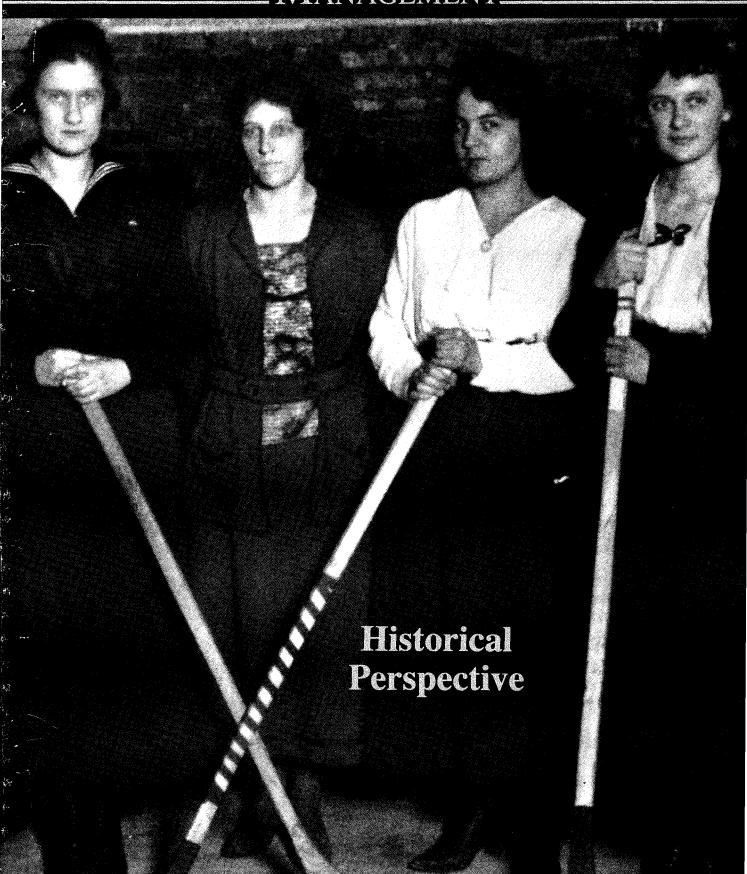
# CANAGEMENT HEALTH AND EDUCATION

JOURNAL OF EMPLOYEE RECREATION

FEBRUARY 198



# NESRA

### Services and Activities

### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

EMPLOYEE SERVICES MAN-AGEMENT—Published 10 times a year. A stimulating, useful, howto-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EM-PLOYEE SERVICES MANAGE-MENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops— NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports— NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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Journal of the National **Employee Services and** Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and

fitness programs are essential to effective human resources manage-

### letter from the editor

Dear ESM Readers,

This first issue of 1988 brings a renewal of ESM's purpose and identity. After listening to your input, through ESM's editorial advisory board and many other member contacts throughout the year, we have defined the following goals to better meet your informational needs. We plan to:

- · offer specialized information, gathered and presented specifically for ESM's audience,
- allow more member visibility without compromising professional journal standards,
- provide information that reaches all segments (volunteer, multihatter, paid professional) of NESRA's membership by targeting one article in each issue addressing one of the three areas.

To accomplish the above, we have added three valuable departments. The first is a provocative bimonthly column called "Viewpoint," which includes a photo of a NESRA member and his/her opinion regarding a specific issue (some may be controversial). The second is a monthly listing of new members. Both additions are intended to provide member visibility

The third department, "ESM Bulletin," is a monthly page devoted to timely or important issues. It could include anything from a review of a notable NESRA regional conference to a prominent legal issue or significant research findings. Although these three departments will replace the Manager's Memo and Legal columns, they will address issues specifically of interest to our members, rather than offering general topics available in other publications.

In addition, monthly feature articles are selected in various categories in order to offer a good balance of information. For years, ESM's editorial calendar has been planned to provide one article in each of the following categories: State-of-the-Art, How-To, Cover Story and Management Technique. However, a number of issues may have two articles in the same area.

The content of these categories will remain the same with the exception of the Management Technique which has become more specialized to reach each segment of the membership by focusing on issues facing volunteers, multi-hatters and paid professionals. Each month, we will address one segment of the membership, beginning in February with a "day in the life" series. This issue is dedicated to volunteers. March will focus on multi-hatters, etc. Consequently, we have renamed this category "ES&R Focus." All four feature sections will be labelled each month for your information.

And finally, with our new concept comes a slightly new look. We hope you find ESM to be an increasingly helpful tool that stimulates your creativity and provides innovative material throughout the year. Please continue to offer your much-appreciated comments and suggestions so that ESM can better serve you

Sincerely,

# EMPLOYEE SERVICES MANAGEMENT

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### In this issue

It began in 1854 with one company opening a library of use to the community. A few years later, corporate sports teams began forming, followed by the planning of company picnics. The concept of employee services and recreation has become a valued element of today's workplace. Although the field has experienced a number of innovations, especially in recent years, the movement to humanize the workplace can be traced back to the 1800s. For an outline of the development of the field and NESRA read this month's cover story, "Historical Perspective: The Evolution of Employee Services and Recreation."

Planning and developing special events is a way of life for most, if not all, employee recreation administrators. Turn to "Organizing Special Events," one of two articles included in this month's "How To" feature section, for a checklist of factors to consider.

Purchasing team uniforms takes a great deal of preparation and research. Read "Outfitting Sports Teams" for detailed guidelines that will ensure a successful and satisfying purchase.

Also in this issue, ESM, in an effort to identify and address all segments of NESRA's membership, begins a "day in the life" series in our "ES&R Focus." Turn to "A Day in the Life of the Volunteer" for a look at how one member finds time to run a chapter and contribute to her company recreation club.

In addition, ESM's new departments debut with "Viewpoint," which asks one member how NESRA conferences have been of value to his career. Also, "ESM Bulletin" will keep you abreast of NESRA Research efforts taking place in 1988. Along with the history of ES&R and NESRA, the contents of the new departments in this particular issue have been chosen specifically to identify what NESRA and its members are doing today.

### Next issue

HOW TO CONDUCT JUSTIFICATION RESEARCH / IMPLEMENTING ES&R PROGRAMS AT UNIVERSITIES / COMPUTER APPLICATIONS IN EMPLOYEE SERVICES / THE MULTI-HATTER: A DAY IN THE LIFE / NESRA ANNUAL CONFERENCE PREVIEW

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# February 1988





Pictured on the cover is a 1916 women's field hockey team of GoodYear Tire & Rubber Company employees.

### Features

### HISTORICAL PERSPECTIVE: EVOLUTION OF EMPLOYEE SERVICES AND RECREATION 11 by Pamela A. Tober, editor A review of progress in the field from the 1800s to the 1990s A DAY IN THE LIFE OF THE ES&R VOLUNTEER 18 by Pamela A. Tober, editor The first of a series of articles profiling the responsibilities of NESRA members **OUTFITTING SPORTS TEAMS** 20 by Ronald F. Ribaric, CESRA A detailed guide to purchasing team uniforms and equipment 24 **ORGANIZING SPECIAL EVENTS** by Bob Pindroh, CESRA Points to consider when planning any special event

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# ESM bulletin

# **NESRA** Research Report

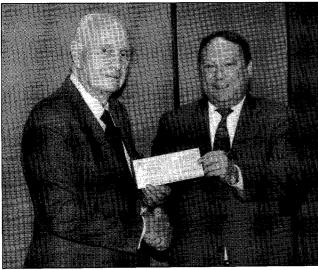
Your NESRA Foundation is making steady progress to achieve its goal of \$100,000 for research, education and scholarship programs. Many corporate and individual donations have been received in 1987, including a \$5,000 contribution from a benefit ice show held by the Greater Los Angeles Area Industrial Recreation Council (GLAAIRC).

This particular fund-raising effort began as a simple, yet brilliant, idea that other chapters can use as a model. GLAAIRC member companies were asked to purchase a large volume of tickets to be sold at a substantial discount. With that money, the chapter was able to buy out a portion of the Forum at Englewood for the event. The profit made was dependent upon the number of tickets sold. The event was a complete success, with enough tickets being sold not only to make a generous contribution to the Foundation, but also to donate funds to charitable community organizations which enabled free media publicity.

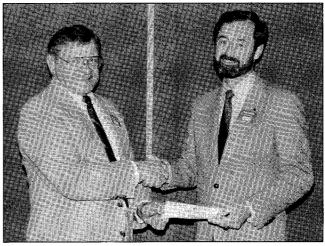
Dick Miller, 1986–87 president of GLAARIC stated, "This was a combined effort by all GLAAIRC member companies which showed a spirit of cooperation and willingness to promote the benefits of the organization—and it resulted in the largest single membership contribution to the NESRA Foundation in 1987."

The check was presented to Dr. Arthur Conrad, CESRA, chairman of the NESRA Foundation Board of Trustees, at NESRA's fall board meeting in Chicago. At the same meeting, a check for \$1,000 from General Mills, Minneapolis, Minnesota, was presented by NESRA President Ralph Ferrara, CESRA.

"This team effort from individuals and corporate members represents a continuing steady success story of the long-term funding of our Foundation," Conrad said.



NESRA President Ralph Ferrara, CESRA, presents a check to NESRA Foundation Board of Trustees Chairman Art Conrad, CESRA.



GLAAIRC President Dick Miller presents a check for the NESRA Research and Education Foundation to Dave Baker, CESRA, Region VII director.

This year, NESRA's Research and Professional Development Committee is making great strides in achieving its long-range goals through the use of foundation funds. In addition to financing biennial NESRA membership surveys and a number of other projects, several new projects are presently being undertaken.

In addressing the committee's goals to revise our current textbook, NESRA has entered into an agreement with Management Learning Laboratories to publish a series of soft-cover texts concentrating on various subjects in employee services. These books will not only be educational, but also provide us with additional income.

The committee is also constantly reviewing candidates wishing to conduct research projects which will supply new data to members. This data is to be published (in summary) in *ESM* as well as used for public relations purposes. Complete projects will be maintained in NESRA's growing research library.

In order to stay abreast of NESRA member undertakings, bimonthly research surveys are being included in *Keynotes*. They are short, simple questionnaires regarding specific programs. By filling out these surveys you will be providing information that will not only help NESRA better serve your needs, but will also contribute to our research efforts.

Research is the key to justification and advancement in the employee services field and to growth in NESRA. All members are urged to assist in realizing our research efforts by referring potential research candidates to NESRA headquarters, by returning your completed bimonthly research surveys to NESRA headquarters, by attempting such fund-raising projects as GLAARIC's and, lastly, by trying to enlist your company in the Foundation matching grant program.

# news in brief

### **Corporate Sabbaticals**

A trend from the academic world is now making its way to the corporate world, *USA Today* reports. Employees are taking months off of work, either paid or unpaid, for "sabbatical" which comes from the Hebrew word shabath, "to rest."

It has been common for professors to get time off every few years to do research or to travel. Such leaves have been less common in the business world, but now it seems employees are placing more value on broadening their horizons through recreation time.

Some high-tech companies that drastically depend upon the creativity of their workers provide such programs. They believe that sabbaticals refresh one's creativity and that paying for it will increase the company's gains in loyalty, increased creativity and harder work.

One such company has a program offering six weeks of paid leave every four years to valued employees and a guarantee that they will still have a job when they return. Other companies provide only 50 percent of one's salary for six months after 15 years of service, and still others only promise valued employees their jobs when they return.

Of course, a written persuasive proposal should be presented outlining the employee's plans, why s/he deserves time off and how it will enhance his/her job.

These blocks of free time allow some employees to go on adventures of their own, to pursue projects, to be actively involved in charity work or to spend time at home with their family.

Visiting wild game preserves in India, cycling around Greece, taking

gourmet cooking, language and piano lessons, and writing novels or poems are a few ways employees have enjoyed their time off.

### Wellness Profits Bring Employee Bonuses

To motivate employees to participate in wellness programs, a number of companies are paying their employees back with health-care cost savings, reports the November issue of *Club Industry*.

One company switched to a self-insurance program and divided the savings between itself and its employees. Over a three year period, \$400,000 of savings were returned to employees out of nearly \$800,000 in savings accumulated from money budgeted for claims. Ninety percent of the 425 employees participate in

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# news in brief

the program and have received checks for year-end bonuses averaging \$200 per person.

Four years ago, another company began a similar plan, however, all of the savings are divided among employees. Nearly \$6 million has been given to over 6,000 employees since the program began. Over 60 percent of the company's employees have participated in the program.

### Adventure Travel Gains Popularity

Adventure and special interest

travel is one of the fastest-growing segments of the travel industry, reports USA Today. Retailers are peddling exotic excursions, public relations and marketing professionals are promoting special interest travel, trade shows and workshops for travel agents are springing up in major cities and computer technology is making it easier to book more trips in less time.

The appeal behind this surge of interest is simply the thrill, excitement, and fulfillment of activities such as mountain climbing, safari wildlife viewing, rafting, and cross country cycling.

The key element is participation. Adventure travel has been defined as "being actively involved in your trip." Whether travelers are taking photos on safari or hanging onto a raft as they ride the rapids, travelers want to experience adventure first hand

Much of the thrill comes from seeing things that are not commonplace. Yet, many like to just brush against adventure for a while, but not be truly affected by it.

"Soft adventures," offering gourmet meals and comfortable lodges at the end of the day's activities, are most popular. Trips designed for families are also in demand

Many of these adventure travelers are age 25 to 45, well educated and affluent, although active seniors and families enjoy adventure travel too. Most adventure seekers come from the upper Midwest, East Coast and West Coast.

Some of the most requested destinations include the Himalayas and Andes mountains, Africa, Central America and Australia.

Floppy disks listing thousands of exotic excursions such as dog sledding in Lapland and crossing Pakistan by yak, make it easy for the approximately 5,000 adventure tour operators in the USA to offer such trips.

Prices average \$100 a day plus air fare for most overseas trips and \$60 to \$70 for domestic trips.

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### U.S. Illiteracy Cost: \$225 Billion

Eleven percent of the nation's managers, professionals and technicians are functionally illiterate and are leading one of the most illiterate workforces in the world, according to the December, 1987 issue of *Personnel Journal*.

The functionally illiterate, defined as those who are unable to read, write, calculate or solve problems at a level that enables them to cope with even the simplest tasks, also account for 29 percent of the nation's semi-skilled workers and 30 percent of the unskilled workers.

Adult illiteracy is costing the nation an estimated \$225 billion annually in lost industrial productivity, unrealized tax revenues, welfare, prisons, crime and related social ills. The article cites additional statistics as indications of the magnitude of the problem:

- One in seven Americans (25 million) are functional illiterates.
- An estimated 45 million adults holding jobs today are either functional or marginal illiterates.
- Half of the nation's industrial workers read at or below the eighth grade level and each year another 2.3 million functional illiterates age 16 or older are joining the labor market.
- An additional 47 million are marginal illiterates, able to function but not very effectively.
- Corporate America has been forced to lower its employment requirements to full the available openings because of a contraction in the labor pool and a decline in educational standards.

A growing number of companies are meeting the crunch and attacking the illiteracy problem head on through such techniques as preemployment screening, postemployment screening, remedial and advanced literacy training and community outreach involvement.

As service and technology-related occupations become more complex, higher levels of comprehension will

be required and it will become increasingly necessary for business to provide continuous training in order to maintain its competitive edge.

A number of firms are investing heavily in remedial and advanced literacy training, the article reports. Of the nation's largest corporations, 75 percent now offer some type of basic skills training.

### Older Workers More Productive

With decreasing numbers of younger workers, employers will increasingly turn to older workers to fill a number of jobs according to the Volume 1, Number 1 issue of *Healthy Companies*.

How will workers in their 70s and 80s perform? Performance will depend on how stimulating and rewarding their jobs are. In the *Journal of Applied Psychology*, psychologists David Waldman and Bruce Avolio say that job performance does not have to decrease with age.

The performance of older workers with a lot of experience in their field was as good or better than that of younger workers in Waldman and Avorio's study of age differences in productivity.

Older professionals were generally more productive than older non-professionals, which may be attributed to the fact that professionals are often allowed to take on new and challenging leadership roles throughout their careers.

Although some older nonprofessionals may seem duller and less enthusiastic than younger nonprofessionals, this dullness comes from accumulated years of boredom, not from just advanced age.

Many companies are tapping their sources of retirees to fill jobs.

### Reducing Osteoporosis Through Exercise

Bone deterioration may be reduced by high-stress exercise, according to research by Stanford engineers.

# Now, Breast Cancer Has Virtually Nowhere To Hide.

The best weapon against breast cancer is early detection.

And that's why a mammogram is so important.

It "sees" breast cancer before there's a lump, when the cure rates are near 100%. That could save your life; it might even save your breast.

Although not perfect, a mammogram is still the most effective weapon against breast cancer. And if you're over 35, it's essential you have one.

Because all breast cancer needs is a place to hide.

Have A Mammogram. Give Yourself The Chance Of A Lifetime.



# news in brief

Pumping iron might do just the trick. If you don't use bones, you lose them, and exercise is the most important factor in maintaining bone mass, researchers say.

While the problem of bone deterioration has been recognized for years, it attracted the attention of the National Aeronautics and Space Administration when humans began traveling in space. Doctors noticed small losses of bone mass in astronauts who spent up to 84 days in space during the American Skylab project in the 1970s.

Research efforts at Stanford concentrate on studying the effects of exercise on bones and developing a technique for measuring bone stiffness. After studying the amount of stress, or loads, placed on bones during various types of exercise, results indicate that for bone mass maintenance, it is much more

important to have activities with high loads and high stresses than activities with lots of cycles.

If their conclusions are correct, weight lifting should build bone mass more effectively than jogging or swimming, for example. A pilot study conducted last year indicated that weight lifting leads to an increase in spinal bone density.

Bone may continuously adjust itself to provide adequate support for the current demands of the body. If bone is stressed less than usual, it begins to break down: it builds up in response to higher stress demands according to this theory.

### Challenge is the Motivator

How are employees motivated? Some firms say challenge is the key to motivation, not happiness as once believed, reports the Wall Street Journal.

Continuous challenge is one way to get the most from employees. Happiness is viewed by one company as a "by-product" of its personnel efforts. Getting employees involved in company affairs is this company's primary goal.

In order to encourage employees to be reliable and productive, another company uses compensation by means of unexpected raises and bonuses.

A third company feels that employees, especially those working with the public daily, crave respect most.

USA Today reports that women, specifically age 35 and older, say they work for the money, but enjoy challenge the most. A recent survey shows a high level of job satisfaction among 1,000 women age 35 to 60

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# SEE YOU NEXT YEAR at the NESRA Conference and Exhibit

Buena Vista Palace Orlando, Florida May 11–15, 1988 making \$30,000 a year. Of these women, 54 percent say they like the challenge best while only 27 percent say they like the money most.

Other findings:

- Money is the reason 57 percent say they work.
- Thirty percent are excited about their jobs while 63 percent are content with them.
- About 50 percent look upon their work as a career while the other 50 percent feel it is a job.

Ranked among the chief frustrations are low pay (36 percent) and no advancement possibilities (32 percent).

### Ski Resorts Target New Market

Baby boomers are returning to the slopes after their kids get older, the Wall Street Journal reports. This remedies fears that the aging population is causing a dearth of skiers. Instead, there is a new market with great possibilities. Resorts are upgrading accommodations, subsidizing direct air connections, and offering new programs for young and old.

Such offerings include:

- Children ski at no charge
- A children's center is provided
- Cost of lift tickets for children is cut 50 percent
- Slopes are regroomed to accommodate older, more fragile knees
- A Fit for Life program for skiers over 50 is provided.

"Skiing doesn't have to be a tremendously physical sport," said a representative of one resort.

### **New Airline Restrictions**

Many airlines are increasing the advance-purchase requirement from seven days to 14 days on most non-refundable discount fares, *USA Today* reports.

This change will hurt business travelers and those who must travel on short notice most, since they will be charged more for travel.

An airline representative stated that



# news in brief

business travelers are not as priceconscious as those who travel for pleasure. With the seven-day restrictions, he said, "you're giving away" something for which you can get full price.

Airlines say it will be easier to project traffic with these heavier restrictions.

### Shared Medical-Benefits Costs Continue

With benefits costs continuing to rise, more companies are sharing the costs of medical-related benefits with their employees, according to the results of the 1987 Office Benefits Survey recently released by the Administrative Management Society (AMS), Willow Grove, Pennsylvania. The survey noted a three percent drop in the number of U.S. companies paying the full costs for medical benefit programs.

Covering the benefits policies of 2,512 North American companies, the AMS survey reports that 44 percent of the U.S. companies surveyed pay fully for hospitalization, surgical and major medical

benefits, down from 47 percent last year and 52 percent the year before. A corresponding three percent increase (from 47 to 50 percent) was reported in the number of companies that share the costs of these benefits with employees.

In Canada, a similar trend was noted. Responding companies reported an average decrease of nine percent in company-paid benefits for hospitalization, surgical, and major medical.

### Too Many Rooms at the Inns

With hotel rooms being added at an increasing rate, the hotel industry suffers from an abundance of rooms, *USA Today* reports. Since 1982, USA builders have added 650,000 hotel rooms, bringing the number of rooms up 33 percent to 2.65 million rooms.

Nevertheless, there is still a heavy demand for hotel rooms according to the increasing national occupancy rates which will average 64.6 percent, a climb from the 63.6 percent in 1986.

While some cities have too many rooms, some top tourist areas are easily staying filled, and there are reports of more than 70 percent occupancy from some Northeast cities.

Hotels turn to marketing in places where rooms are plentiful. They are offering additional services such as catering family reunions. One hotel converted its fitness center into two smaller meeting rooms, targeting small groups that will also eat and sleep at the hotel. Advertising campaigns have begun. Free rooms have been traded for tourism promotions on T.V. and radio stations. Hotels in one state expanded their advertising budget to \$9 million by accepting a slightly higher tourism tax.

To travelers, a high number of available rooms mean there is much more from which to choose. In some areas, competition keeps room rates low and requires hotels to offer such amenities as whirlpools and VCRs. Travelers now have the upper hand in choosing what type of room they want and how much they want to pay.

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# HISTORICAL PERSPECTIVE:

# THE EVOLUTION OF EMPLOYEE SERVICES AND RECREATION

By Pamela A. Tober, editor

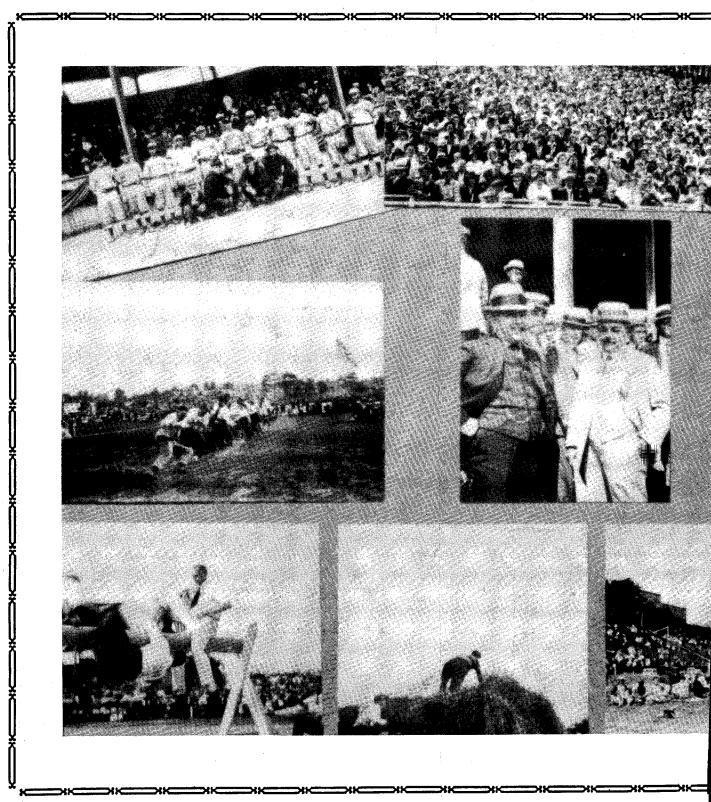
t began in 1854 with one company opening a library of use to the community.

A few years later, corporate sports teams began forming, followed by the planning of company picnics. Company clubhouses and recreation areas were being built, and even the first employee association was formed as early as 1894.

The concept of employee services and recreation has become a valued element of today's workplace. Although the field has experienced a number of innovations, especially in recent years, the movement to humanize the workplace can be traced back to the 1800s (see figure 1).

By the end of the 19th century, the strict work ethic led to a concern for the quality of life. Formal employee services programs were the result of changing social forces, increased education and an acceptance of leisure.

The number of industrial companies offering programs escalated throughout the early 1900s as employers turned to employee recreation to promote loyalty, fellowship, high morale and physical and mental health. In 1902, the Young Men's Christian Association organized a national industrial department and in 1906, the Playground Association of America was formed. Both associations assisted companies in developing programs—especially during World War I. Special councils worked extensively in industrial areas to provide recreation for war workers.



Pictured above is a 1916 employee field day given by Goodyear Tire & Rubber Company, Akron, Ohio. This all-day event consisted of a variety of sporting events, races and games. Frank Siberling, the founder of Goodyear, purchased farmland 200 yards from the company in order to build a ball field for employees. Today, Goodyear employees still play ball on the very same field.

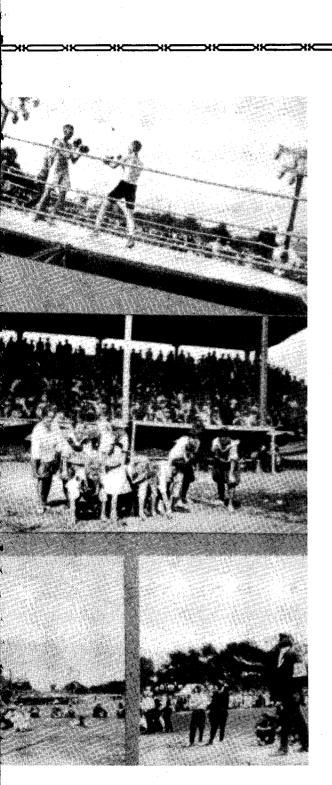


Figure 1

### **ES&R Timeline**

1854: Peacedale Manufacturing Company, Peacedale, Rhode Island, provides a library of use to the community. Village children are taught singing on weekday afternoons. In 1856 a building is constructed housing the library, church and reading/recreation room.

1866: Equitable Life Assurance Company, New York, New York, forms a baseball team and plays against another insurance company.

**1868:** The Young Men's Christian Association arranges recreation activities for the crews constructing the Union Pacific Railroad in the western states.

1870: The Conant Thread Company sponsors company excursions to the shore resorts on Narragansett Bay.

The Ludlow Manufacturing Associates, Ludlow, Massachusetts, opens a library with adjoining game room.

**1886:** The Allis-Chalmers Manufacturing Company, Milwaukee, Wisconsin, sponsors its first annual employee picnic and organizes a rifle club.

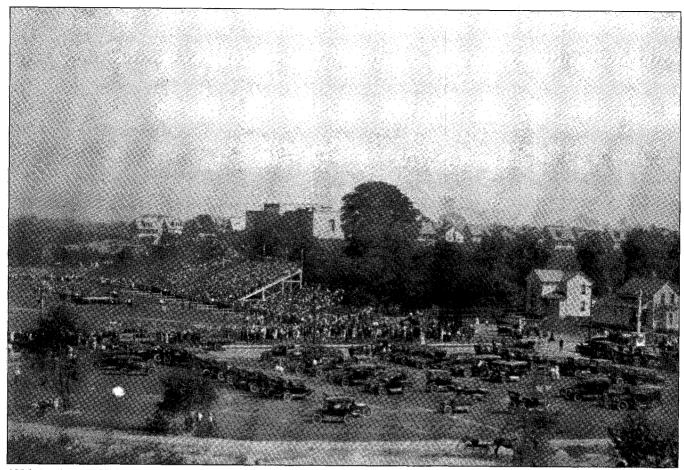
**1887:** Warner Brothers Company, Bridgeport, Connecticut, erects a clubhouse accommodating 500 people.

**1889:** Joliet Steel Company, Joliet, Illinois, dedicates a club-auditorium at a cost of \$75,000.

**1891:** The National Cash Register Company, Dayton, Ohio, erects a building for employee recreation.

**1894:** Metropolitan Life Insurance Company, New York City, forms the first employee recreation association on record.

**1895:** Oneida, Inc., Oneida, New York, opens a nine-hole golf course for employees.



1916 Goodyear field day

Further evidence of the rapid growth of employee recreation was documented in a survey of 51 companies by the U.S. Bureau of Labor Statistics (BLS). It found that 56 percent of the companies sponsored recreation activities and considered recreation to be an important employee need. A later BLS study (1919), covering the span between 1916 and 1917, surveyed 431 companies in 31 states and found that 152 had indoor recreation facilities and 219 had outdoor facilities.

From 1922–1929 the development of industrial recreation programs remained a part of labor negotiations as management became interested in improving employer-employee relations, and in 1926, a substantial gain in both recreation activities and facilities was revealed by another BLS study.

However, the postwar depression obviously curtailed the activities of most companies, the hardest hit segment being social activities.

"Perhaps the best endorsement of the value of employee recreation to American industry is that despite the severe financial retrenching that engulfed business from 1920 to 1935, industrial recreation activities, although greatly curtailed, survived and rebounded with a flourish in the post-depression years." <sup>2</sup>

### 1940s

The advent of World War II again forced attention to employee recreation. The war effort and tremendous worker pressure to achieve maximum productivity pushed industrial recreation to the forefront as programs functioned to relieve stress and keep workers fit to do their jobs.

The National Industrial Recreation Association (NIRA) was formed as an outgrowth of the National Recreation Association (NRA). NRA members were primarily directors of government parks. Industrial recreation directors, however, needed services targeted to permanent employees.

In 1939, seventeen prominent industrial leaders formed the new organization (NIRA). It was at this early date that manufacturers saw a rich field for commercial expansion by the development of industrial recreation, hence associate membership became an integral element of the association, providing funds in exchange for publicity and a targeted market.

Dr. Floyd Eastwood, a professor of physical education at Purdue University, became president of the Recreation Association for American Industry, which was

incorporated in the state of Illinois as a nonprofit organization in 1941.

In the early months of the association, the officers and members, all vitally concerned with the problems confronting those responsible for industrial recreation, were called on continually for assistance in organizing new or expanding existing programs for industry. These demands called for a more active association.

With the help of the Athletic Institute, a national headquarters office was established in Chicago, Illinois. The name was changed to Industrial Recreation Association and later changed again to the National Industrial Recreation Association as its membership spread throughout the United States.<sup>3</sup>

From the beginning, members of NIRA consisted largely of personnel administrators and staffs of industry, educational institutions, and the personnel offices of government agencies.

In the 40s, it was the blue collar workers who participated most often in company programs. Activities such as bowling, baseball, camera and curling clubs were quite popular.

### 1950s

In a word, teamwork characterized the growth of industrial recreation in the 50s. Relationships and rapport among employees were developed both on and off the job, mainly through team sports. Not only did these programs build esprit de corps, but also they identified leaders for promotion within the company and encouraged active lifestyles. Bowling, softball, and basketball were the most popular sports.

According to a membership survey conducted by NIRA in 1957, a varied pattern of recreation program origin was revealed. Sixty-nine companies out of 240 began their industrial recreation programs between 1952 and 1958, significantly marking major growth in industrial recreation. Since 1940, over 56 percent of the reporting companies began their programs while only seven companies started their programs between 1900 and 1920.

Number of Company Employees:	Under 1,000 '	1,001– 5,000	5,001– 10,000	Over 10,000
Number of Companies Reporting:	87	92	33	- 28
Program Started 1900 to 1920		2	4	- 3
Program Started 1920 to 1930	2	4	7	1
Program Started 1930 to 1940	5	15	6	4
Program Started 1940 to	10	15	4	3
Program Started 1945 to 1950	16	8	3	6
Program Started 1950 to 1956	34	28	4	3

### 1960s

It was the age of individualism and a new generation of workers—those who had higher levels of education and varied interests. In addition, automation swept the 60s, creating a new kind of employee, replacing the semi-skilled worker with the skilled technician, engineer, professional and white-collar manager. A shorter work week was possible and the demand for more creative uses of leisure time was necessary. Travel within the United States and to Europe broke records at this time and corporate travel programs were gaining more support. Of greater significance, top management began to recognize the importance of the individual.

Also in 1960, the field of employee recreation took a major step toward professionalization by the inception of the Certified Industrial Recreation Administrators program, announced at the 1962 NIRA Conference and Exhibit.

### 1970s

The fitness craze . . . the "me" generation . . . aerobics . . . swimming . . . biking . . . jogging—perhaps, yet another turning point for employee recreation. The first national conference on physical fitness in business was held in 1972. The overall message pointed to a health crisis in the United States that could only be helped by building personal fitness, rather than providing more doctors and hospitals. Self-help programs through company-sponsored fitness programs were the answer. Employees worked hard to advance in their careers and played hard as a means of preventative medicine.

### 1980s

A concern for America's productivity led corporations to more advanced technology. Yet, with this technology came a threat of alienation. Employees of high-tech environments still required human interaction, nourished by employee services.

The past and present demonstrate that well-planned, effectively administered employee programs enhance productivity, decrease absenteeism, improve safety on the job and raise morale.

The diverse workforce of the 80s has called for a more comprehensive package of offerings through industrial recreation. Discount programs, sports leagues, fitness activities, social activities, travel programs, employee recognition banquets, employee assistance programs, preretirement planning and educational workshops developed in progressive companies.

Therefore, in 1982, NIRA realized that recreation was only part of corporate programming and subsequently became the National Employee Services and Recreation Association (NESRA).

The 80s has been a time for professionalization, growth and incorporation of employee services as a viable part of human resources management.

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### 1990s

A number of factors are altering the nature of work and will greatly affect the future of employee services and recreation in the 1990s and thereafter. One of the most far-reaching issues is the increased value of family. This points to many dual income families with child-care and eldercare responsibilities, a need for flexible work schedules, part-time positions, job sharing, retiree programs, and wellness programs as a means of keeping the cost of medical coverage down.

Employee attitudes have also changed, creating an increased need for employee services. According to Barbara Hanley of Hanley Associates Consultants, in 1990, 55 percent of the workforce will be interested in a comfortable job that integrate well with their personal lives. The remaining 45 percent will be interested in challenging, stressful, meaningful jobs. This prediction also supports the overall increased value of leisure in lifestyles.

The change from an industrial society to an information society has taken much of the physical labor out of the workforce, causing a greater need for fitness, recreation and stress-reducing programs in order to maintain good health of employees.

This information society will continue to flood the workforce with advanced technology creating more of a need for employee interaction, not only for social purposes but also to keep productivity in check.

Employers, in order to keep their competitive edge, have realized that success lies with individuals and their contentment/happiness. Jeffrey Hallet, author of *Worklife Visions*, believes industrial management traditionally was responsible for control of workers, whereas the leaders of the future must be responsible for "management of hearts and minds."

Growth is ahead in the field of employee services and recreation. The seeds of the past that helped develop the field are just beginning to blossom as the 1990s approach. The concern for productivity and the individual is stronger than ever, and the factors that have been projected for many years are soon to become reality.

The past has also proven that ES&R managers must look for change, adapt to it creatively, re-evaluate offerings and reprogram to serve the progressive employee.

### ₹J.

### **Footnotes**

- Murphy, Michael, T., "Tracking Employee Services and Recreation," Employee Services Management, December/January, 1983–84, p. 18– 24.
- Arthur L. Conrad, "Employer-Sponsored Social and Recreational Activities," Address given at International Recreation Congress, 1973, Brussels, Belgium.

### Additional References

- "A 40 Year History of Employee Services and Recreation," Recreation Management, May/June, 1981, p. 11-14.
- "Industrial Recreation Organization and Financing, Recreation Management, March, 1958, p. 28.

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### A Day in the Life of the ES&R

# Volunteer:

"In working for my local chapter and company recreation club, I use my ideas and set my goals. That's the best part of volunteering—taking your own direction and being at the top."

by Pamela A. Tober, editor

udy Krebsbach is a full-time investment financial reporting supervisor for St. Paul Companies, Inc., St. Paul, Minnesota, serves on the board of St. Paul's "Clock and Globe" recreation club, and was 1987 president of the Minnesota Employee Recreation and Services Council. The following offers a look into the involvement and philosophy of one ES&R volunteer.

**Q:** Would you describe a typical day at work?

A: In keeping above trade activity, I am tied up in three to five meetings a day—discussing new developments and problems, and I work to meet continuous deadlines for daily, monthly and annual reporting.

**Q:** How does ES&R volunteer work fit into your day?

A: Other than occasional phone calls, I rarely have time for volunteer responsibilities during work hours. However, every two months I have a luncheon meeting with the Clock and Globe board.

**Q:** What were your responsibilities as 1987 president of MERSC?

A: In general, I was involved with preparing and overseeing MERSC's goals and objectives, communicating with the chapter director on a daily basis, preparing for monthly chapter meetings, attending a few breakfast meetings, running a past president's gathering and miscellaneous responsibilities such as working on

chapter taxes and changing MERSC's logo. This year, I thought it was important to emphasize education at monthly meetings and I was able to bring in a number of good speakers who helped our board members.

Q: How were you able to direct such a successful organization without using much work time?

A: Mainly, the good leadership in our organization was the key. I was able to depend on the vice president, and although MERSC is made up of many volunteers, they served in a very professional manner—and it showed. These volunteers were also go-getters and always followed through. It also helped to have the paid staff position of MERSC director. This person handled much of the work.

Q: How much time do you devote to ES&R volunteer work?

**A:** Approximately eight to 10 hours a month for the Clock and Globe Club and 12 to 15 hours per month for MERSC.



Judy Krebsback (front, right) and the 1987 MERSC Board.

**Q:** Do you budget a certain amount of time each week?

A: I just take it as it comes. The time is usually spent preparing for meetings and making phone calls. One day I spent a solid 10 hours on ticket sales. It's difficult to budget certain amounts of time when special events are involved.

Q: What do you do when your volunteer workload is too much?

A: Sometimes I'll grab people in my department to help with the Clock and Globe club responsibilities. Some of them are representatives for the club, others who help are not even on a committee. But because many have served the club in some capacity in the past, and been in the same situation, they just seem to know exactly when you need a hand. The same thing happens in MERSC. . . . they just know.

**Q:** What exactly is the Clock & Globe club and how is it organized?

A: It is a recreation club providing discounts and social activities. There is no paid staff for the club and all St. Paul employees are automatically members without paying dues. The club has a ten-member board which meets every two months and has 50 representatives who are responsible for a certain number of employees

from their particular work area. Each representative serves on one committee, requiring them to do tasks such as creating fliers, etc., on their own time. The club board is funded through allocated money by the company. Its purpose is to charge as little as possible to provide as much as possible to St. Paul employees, rather than making a profit.

**Q:** What resources are available to your company club?

A: Certain facilities we use provide generic fliers. Committee members are good resources. One individual assisted on a project by doing calligraphy. Basically we use resources we can acquire at a minimal fee and then request funds for additional needs.

**Q:** How important is recognition to you and other volunteers?

A: Extremely important. The president of our company is interested in the employees and what they like. His support is shown through letters to top management promoting club activities and by hosting an appreciation luncheon for the board. The board then gives an appreciation luncheon to all the representatives.

Recognition is essential in maintaining involvement. Those who

contribute time, do so for the enjoyment of it, but appreciation is the real payback. Involvement is also enhanced by offering volunteers the chance to attend at no charge some events on which they are working.

**Q:** What do think is missing in volunteer work?

A: I think when a person runs a successful event, his/her efforts should be related to his/her immediate supervisor. That part of recognition is lost and we are trying to implement such communication channels here. We have 50 representatives for our club out of 3,000 employees. No one really knows how much time they spend volunteering.

**Q:** Why are you involved in ES&R volunteer work?

A: I enjoy being involved with people. It's a way of communicating in a large company and it's important to me to make my work environment happier by providing a means of interaction between people. I just enjoy doing what I can for St. Paul employees. The payback is watching them enjoy my efforts.

Also, regardless of the various levels of a person's career, most people still feel as if they are working for someone else. It's fun to be making the decisions, setting your own goals and seeing through your ideas. You can take your own direction by working in a volunteer organization and you are at the top.

**Q:** What does the future hold regarding ES&R growth in your company? Would it include creation of a full-time ES&R position?

A: Employee services will continue to grow as the company grows. St. Paul will be building a 30-story structure with the possibility of an inhouse day-care center and a wellness/fitness facility. A full-time ES&R position is now required in order to continue offering more programs. It's just a matter of proving the need to management, which we expect to be a relatively easy task.



# OUTFITTING SPORTS TEAMS

by Ronald F. Ribaric, CESRA

n watching professional sports we see neat and perfectly matched uniforms which are a result of specific rules regarding dress and appearance of the athlete while participating. These dress codes are now moving into the recreation world. We, as administrators, must deal with this concern by obtaining the best value for our expenditures as we outfit our corporate sports teams.

The purchasing of uniforms brings forth a variety of choices. Can a T-shirt be used or must a full uniform including shoes be purchased? Are uniforms needed for practice? Does the coach need a uniform of some type? These questions can affect cost, style and design of the uniforms that must be purchased.

### LEAGUE REQUIREMENTS

In deciding the type of uniform to purchase for a particular team, consider the league requirements and the budget available. League uniform requirements can vary from a T-shirt with a number to full uniforms, including shoes, socks, hats and different colored jerseys for the away games. League requirements for uniforms must be

examined carefully to prevent costly surprises as the team prepares to start. Some leagues have specific rules regarding the coaches attire, which in turn can drive up costs in outfitting a team.

If a league's requirements are such that the budget cannot afford the necessities, then another league with less stringent requirements should be found. If the funds available exceed the cost of the minimum uniform requirement, upgrading the basic uniform can be considered.

A variety of options and styles of uniforms are available from numerous vendors throughout the country. The uniform shirt takes on the most interest in outfitting a team. Color, style, striping, letters and numerals all must be considered. Prices on shirts can vary from five dollars to over one hundred dollars. In some instances more money is spent on the shirt than the remainder of the uniform.

### **CHOOSING THE SHIRT**

In choosing a jersey the material of which the shirt is

made must be decided upon. The least expensive durable shirt made of 50 percent cotton and 50 percent polyester combines low cost with a wide variety of colors, easy availability and the option to letter the shirt as needed. This type of T-shirt, extremely cost effective for large groups, provides the team with a neat group appearance. Care of this material is important, since the shirt is 50 percent cotton, shrinkage is possible. The laundering instructions should be observed carefully.

From the T-shirt one can move to a variety polyester, nylon and cotton blends. There are many choices in this market and the cost does fluctuate. These blended shirts offer many advantages over the plain T-shirt, such as style, color and design to name a few.

Pro cut, V-neck, standard, crewneck and turtleneck are some of the styles that can be obtained. Generally, there may be some cost differences between the different styles but they are usually minimal.

Color choices also differ from the T-shirt model and can number as high as fifty for a particular jersey. This gives the purchaser a better chance to select exactly the color that is required for the team.

The colors that can be selected are brighter and more suited to matching other parts of a uniform such as pants and will not fade as easily as T-shirt colors. There is an advantage to having multicolors on a single jersey or having the stripes built into the original design.

Replacement shirts of the polyester material are easier to match for color as replacements are needed. The jersey's cost can start at twenty dollars moving upward from there.

### T-SHIRT DESIGN APPLICATION

Another cost factor to consider is adding numbers, letters and designs. Letters and numbers can start at approximately twenty cents each. Designs and logos can also be added but generally at a higher cost. The numerals, letters and logos are generally selected in a single contrasting color. Modern technology has opened the door to multicolor logos for application to the uniform shirts.

Two methods of applying the designs and alphanumeric symbols are the press-on and silk-screen. The press-on method applies a pre-cut alphanumeric symbol to the uniform shirt by a heat press procedure which is not recommended for logos because they are pre-cut in the special material and the heat process may cause expansion of the design. This in turn can result in a reduction of the resolution and fine points of a particular logo.

The silk-screen method is accomplished by painting of the symbols or designs on to the uniform. A screen or model design is made on a special material. The screen is placed on the shirt and special paint is applied onto the screen. The color seeps through the cutout design and a completed shirt results. The purchaser should be aware that in conjunction with the per-shirt price, there is also a one-time design or screen cost to make the image.

This style of design does take more time to provide a

finished product than the press-on method. Advantages of the wait are a better looking shirt and a design which will endure longer than the press-on method.

Once the screen is made, a replacement jersey is easy to obtain as the screen has already been cut. You must, however, return to the same vendor. If you decide to change vendors, you can secure a second screen design cost. In your early negotiations with the vendor, it may be possible to obtain the possession of the actual silk screen. This would afford the purchaser the opportunity to change vendors without a second screen design charge.

The majority of the cost for a uniform is expended in the jersey. The purchaser must be cautious not to spend all the funds for the jersey and leave none for the hats, pants or other required equipment.

### OTHER UNIFORM ITEMS

Hats are relatively inexpensive. Most are lightweight, are available in adjustable sizes and in a variety of colors and styles. This affords an easier match with the remainder of the uniform. Printing or logos can be placed on the hat for a nominal fee.

Uniform pants can be expensive depending upon the style, material and design of the pants. For example, a pair of baseball-style doubleknit pants that match the color of the jersey can cost much more than a nylon gym short for soccer.

The uniform requirements may be such that special items must be purchased. A goalie shirt in soccer is one example. The shirt must be long sleeved and a contrasting color. This specialty item can add extra costs to the uniform expense.

Be sure to consider all parts of the uniform that will be purchased. Budgeting wisely for the entire product will aid in obtaining the uniforms on time and for a good price. Finally, examine a variety of products and vendors before purchasing the uniform.

In purchasing additional equipment or any part of the uniform, safety is an important consideration. Once you have obtained safety requirements pertaining to the equipment for a particular sport, it is essential to purchase the items from a reputable manufacturer. Call and compare safety features to ensure the best purchase. For proper fit of uniforms, contact the manufacturer for guidelines.

### **CHOOSING A VENDOR**

In looking for a vendor many options are available. Is s/he a vendor in the city or one out of state, one that sells only uniforms or one that is a general purpose sporting goods store? Examine all prospective vendors to find the best price and service. Your NESRA associate members are a good place to start.

It is not uncommon for a recreation program in Florida to order uniforms from New York. The amount of money to be spent, style of uniform, availability, color and cost are some of the guidelines used in the selection of a vendor for purchasing uniforms.

Using familiar vendors have certain advantages

including establishing rapport through previous purchases and/or better prices. Also, delivery time can be less, especially if the uniforms are carried in stock and any lettering design is done at the vendor's store. Replacement or additional uniforms can be easily obtained in a short time.

There are some concerns that the purchaser must be aware of in dealing with vendors. Does the vendor carry the uniforms as a stock item? If the vendor does not carry a large supply in stock, delivery time and the number of choices may be very limited. The vendor may be a middleman for large manufacturers, meaning the uniform is ordered through the vendor but actually made elsewhere. This can entail a delay in delivery which may be longer than that of ordering directly from the manufacturer.

If the store is obtaining the uniforms from a dealer, the cost to the purchaser may increase because the dealer may need to add his/her costs into the final cost of the uniform. In addition, replacement and additional uniforms or parts may be difficult to obtain. Some wholesalers will not sell in piece lots. If this is the case, you or the vendor will need to obtain a supply of extra uniforms to meet the team's requirements for the season. Examine carefully the procedure in which the vendor procures the uniforms and attempt to forecast possible problems that may occur.

If the vendor does obtain the uniforms from a distant source, there can be difficulties in replacing defective uniform parts. If a uniform is received with a defect or in an incorrect size, it may take weeks to obtain a replacement. If the lettering and numerals are not done locally, this could add to the delay in the delivery of the uniforms to the team.

The wholesaler does have some advantages. Although the distance may be a factor, generally larger suppliers have a greater volume of stock on hand and can respond to the needs of the customer in a relatively short time. The larger supplier may have a wider selection of both style and materials used to make the uniforms. The price also may be a factor in choosing the wholesaler. Though the cost of the uniform will include shipping charges, due to a large volume business it may keep the cost below that charged by a smaller vendor. An area representative who visits the customers may be available. This affords a direct contact to the factory which will offer better service and aid in solving problems.

Examine the pros and cons for both types of vendors and decide which vendor will offer the best overall service. The lowest price is not always the best bargain. The other factors mentioned do come into play and must be weighed against the cost factors involved.

Contact other individuals who have purchased uniforms from the vendors you are planning to use. Talk to both the large and small customer. Examine such items as product, service and ability of the vendor to solve problems. Is the vendor available, easy to deal with and does s/he complete promises as stated? How long has the vendor been in business? And, are they interested in repeat business or a one-time sale? Make a list of these

questions and interview those who have dealt with the vendors under consideration. It is not uncommon to contact five or more people for each vendor. Research early in the selection process can result in the reduction of problems in the long term.

### THE BIDDING PROCESS

The actual procuring of the uniforms may take on a number of forms-from buying directly from the vendor to a formal bid process. Some form of the process is generally utilized. In using this process be specific in the requirements. Distribute the bid to as many vendors as possible, and be certain to make them aware that this is a bid going out to several vendors. Points such as number of uniforms, material from which they are to be made, sizes (extra large or double XL may cost more), and design or logo as well as letters and numerals should be spelled out. Specific delivery dates should appear, usually stating delivery on or before a specific date. A penalty for late delivery may be included in the contract. Make sure the payment procedure is clear. Is an invoice required or is payment made on delivery via the purchase order? These items, as well as any related to a specific situation, should be stated in the bid at the time it is sent to the vendor. Provide a contact person and number for the vendor so that s/he can ask questions that may arise in preparing the bid price. After the bids are in, review them immediately to offer the vendor the opportunity to meet the deadlines in the bid contract. Be sure to treat all vendors equally and fairly. This can lead to a long and successful relationship.

It is an acceptable practice to ask to see specific samples of the type of uniform required either prior to or during the bidding. Color, style and design can be provided by the vendor. In situations where a large order is involved, an actual sample uniform to the required specifications may be provided by the vendor. This varies depending upon the vendor's policies and procedures. Be cautious of vendors that will not provide any samples.

When a specific style is chosen, ask the vendor to help with the writing of the specifications. The color, what material is used, the style and manufacturer are points that must be covered. Also, allow for alternates in the bid. This can be accomplished by stating the specifications and adding "or equivalent" to the bid. If an equivalent is offered, be sure to examine the product if it is one that has not been reviewed before.

### UNIFORM CARE FOR COST MAINTENANCE

Once the uniforms are purchased, they must be cared for during their life span. Usually when the 50/50 T-shirt styles are purchased, they are expected to last one season. The more expensive polyester style uniforms are estimated to last for more than one season. This requires proper care of the uniform to extend its life.

The first step in caring for the uniform is proper laundering. The manufacturers instructions should be followed explicitly which will help maintain a like-new appearance in color and fit. Ideal situations allow for all uniforms to be turned in after the event and laundered professionally. If this is not possible, a second option allows one member of the team to handle the laundering on a regular basis. If each team member must launder their own uniform, the emphasis must be placed on the proper washing methods.

Special attention should be afforded to stains such as dirt and grass. These must be treated with a manufacturer's recommended stain remover to improve the uniform's appearance and increase the life of the uniform. Tears should be taken care of immediately. Proper sewing by a qualified person can also help to maintain the condition of the uniform. A good repair is difficult to spot by the untrained eye. Proper care of the uniform will minimize replacement costs.

Maintaining inventory control over the uniforms is another method of cost maintenance. It is ideal to have the uniforms turned in after each use and reissued just before the next activity. In most cases this is not practical. After the sport season is complete, the uniforms should be turned in for off-season storage. This affords the opportunity to examine the uniforms, make repairs as needed and have professional cleaning done. This is also the time to evaluate the uniforms and order replacements as needed.

Purchasing uniforms takes a great deal of preparation and research. The time invested early can make for a successful and satisfying purchase. Following these guidelines can make the uniform purchasing program a success.

Ronald F. Ribaric, CESRA, is recreation administrator, Martin Marietta, Orlando, Florida.

If you are planning to purchase team uniforms or sporting equipment for your company's sports leagues, remember to consult your NESRA associate members.

Champion Products,

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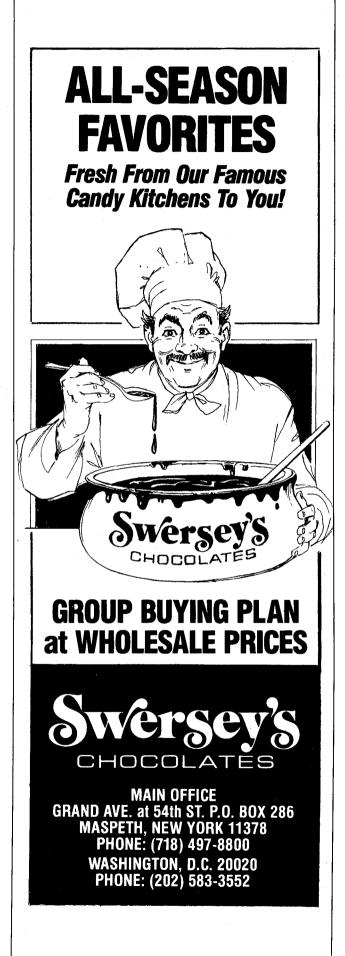
Contact: Alan Krasnoff (913) 888-0535

Velva Sheen Mfg.
Company
3860 Virginia Ave

Contact: Joyce Fernandez (800) 543-4950

3860 Virginia Ave. Cincinnati, OH 45227

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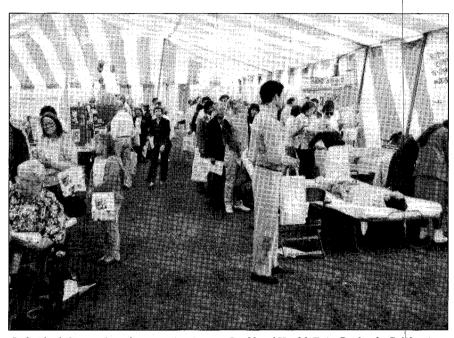
### ORGANIZING

# SPECIAL EVENTS

by Bob Pindroh, CESRA

lanning, developing and organizing special events is a way of life for most, if not all, employee recreation administrators. Throughout any given year there are many special events that need to be carefully and thoughtfully planned. As we are all too painfully aware, poor planning in organizing an event can turn a would-be joyous occasion into an unhappy or chaotic one. On the other hand, proper, thoughtful, and even imaginary planning can result in a 'routine'' special event being an exciting and memorable recreation experience.

When it comes to planning a special event, I think we will all agree it is no small task. In fact, it can be rather complex. Attention must be given to many details and problems not encountered in other aspects of recreation programming. Organizing a special event has to be one of the ultimate challenges for the recreation programmer.



Individuals line up for a free examination at a Lockheed Health Fair, Burbank, California.

### **OBJECTIVES**

The first question that needs to be asked before organizing the event is: Why are we doing it and what do we hope to accomplish? Is the event designed to retain personnel, raise morale, ease tension, develop esprit de corp, give the company a write-off, or introduce workers in a social setting? It is probably best to set up a priority list of all objectives so that proper emphasis and selection of activities can be planned.

The event programmer must also decide to whom the activity is directed. Is it for the young, old, children, singles, families, or pets? It is important to identify the primary participants and concentrate on attracting and serving them.

When establishing your objectives

make sure that you have some method of evaluation. Objectives are like sign posts; they not only outline the roadway to a destination but keep one on the path.

### COMMITTEE AND FACILITY SELECTION

Most special events require more manpower than what the recreation administrator has readily available. He or she must therefore rely heavily upon volunteers. As most of us are too painfully aware, many people are willing to volunteer; however, very few actually follow through. When selecting a committee and chairperson, make sure they are responsible, reliable and have the ability to organize their time and ideas well. If possible try to select "key" individuals from various

departments. This will help in "getting the word out" throughout the plant regarding the upcoming event and could ensure a good turnout.

The committee chairperson should also be very flexible and welcome all committee persons' ideas. A tangible, yet flexible format should be in mind before the first meeting with the events committee. The chairperson and recreation administrator should be prepared to back up or step in when failure threatens.

In determining where you will hold your special event, the event programmer should consider the following:

1 Type of Activity: This point is obvious when it comes to activities such as picnics, sports, or dances. However, it is not so obvious when it comes to the "type" of picnic or dance. The programmer should keep in mind the established objectives and select a facility that will best meet those objectives.

2 Estimated Attendance: This is another obvious point; however, it can be easily overlooked at the time of facility selection. A facility that is too large can create a "nothing is happening" atmosphere among scattered participants while a place that is too small can create crowded and unpleasant conditions. A general rule of thumb to follow is: select a site that will create an atmosphere of togetherness and excitement, yet will not sacrifice the comforts of participation.

3 Distance: A facility that requires extensive driving time to get there can deter people from attending, no matter how outstanding your publicity campaign is. In some cases, this cannot be helped; however, make the event site as convenient to your employees as possible.

Asafety and Security: How well maintained is the facility you are considering? Are the lawns green, trees trimmed, restrooms clean, floors maintained? Do all the lights work? Is it in a good or bad part of town? What type of area do attendees have to drive through to get there? These are questions the programmer should ask before deciding upon the facility. If people have to travel some distance, what type of road service agencies will be available to them (service stations) should they have a problem?

5 Adequate Parking: This point ties in with number four. Can people park close to the facility or do they have to walk a long way? Are the parking lots paved or not? This could be very inconvenient especially if it rained that day or the day before. Would a tram service be available should people have to park some distance from the facility? Are the parking lots safe?

6 Permits and Regulations: What type of permit do you need to sell alcoholic beverages? Do the owners require a use permit? Is a certificate of insurance required and for what amount? Are you able to bring your own food or do you have to use the catering service associated with the facility? Do you have to provide security guards? Will the permit and regulations requirements interfere with the special event you are planning?

Rudget Perimeters: We are all familiar enough with this that no further comment is needed here.

### **BUDGET AND LIABILITIES**

Special events can be very costly, therefore it is important that the programmer do a cost analysis to determine whether the planned event will take place at the expense of other events or activities that may better meet employee needs. This analysis should be evaluated in view of established objectives.

The events budget should be analyzed after all possible income and expense items have been considered. A complete list of all of these items should be drawn up and appropriate deletions and additions made.

Every event and activity has risks. How we minimize these risks occurring during our event is important in avoiding their consequences.

The event programmer must "count the cost" regarding liabilities and take whatever precautionary measures are necessary to limit the risks. A list of probable risks should be drawn up and used to make others more aware of them. This may take some time but can prevent many event-threatening problems.

Most recreation associations have adequate insurance to cover their activities; however, it is important to make sure exactly what coverage is provided. If necessary, short term "riders" on existing policies or one-day policies can be obtained.

### STIMULATING INTEREST

Creating interest can sometimes be the most difficult aspect in planning a special event. Many a frustrating moment has been spent as the event programmer sees sagging ticket sales and an approaching deadline, despite "flashy" advertising.

In motivating people to participate, the programmer must create a *need* for the people to be there. Sometimes inviting company "celebrities" such as the corporate president stimulates interest. Or, the "anybody who is somebody will be there" approach works well at times.

Creating a different atmosphere for a familiar place often stimulates an individual's interest. The sound of hammers, saws, and activity arouses curiosity in all of us.



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### FINAL PREPARATIONS

The three most important points to remember here are to plan, plan, and plan! Deadlines to meet, equipment needs, and event procedures must be constantly kept in mind.

Complete orientation and open communication with all staff and volunteers are a must. They must clearly understand their role the day of the event and be kept abreast of the latest developments. Developing a double-check system is helpful in making sure all supplies, awards, etc., are on hand at event time.

In scheduling events it is beneficial to keep your best activities until the full crowd has arrived. But do not forget to schedule something for the "early birds."

Throughout the event be safety-conscious. Keep alert for potential hazards and eliminate them before someone is injured. The old cliche "an ounce of prevention is worth a pound of cure" goes a long way here.

### CONTINGENCY PLANS AND CROWD MANAGEMENT

In planning a special event there are many uncontrollable circumstances that can arise which threaten the enjoyment of the event. The event planner should have an alternate plan should it rain the day of the picnic. This will include quite a bit of extra planning. Factors such as how to communicate the alternate plan, who decides the alternate plan will take place, and, depending upon the event, whether money will need to be refunded.

Successful crowd management begins with establishing good communications. A good public address system and master of ceremonies or announcer are the key here. An individual who can speak clearly and give concise and clear directions will help keep your special event on schedule and your crowd "in the know."

Controlling the "mind benders" such as alcohol, drugs, and some types of music are an important aspect of crowd management. Many

of us may be aware of the conduct of individuals who have overindulged in alcohol or drugs. Successful events have been staged in many companies without providing or allowing alcoholic beverages.

### EVENT AFTERMATH: EVALUATION AND FOLLOW UP

Much energy goes into planning and executing special events; however, very little consideration is given to post event clean-up. Unless this is planned for, too often, it either goes undone or is done in a haphazard manner resulting in missing equipment and supplies.

Outstanding events many times take years to perfect. This is usually the result of properly evaluating the event in light of established objectives.

There are many ways to evaluate such as questionnaires and personal feedback. Another method is to carry a  $3 \times 5$  index card and write down comments from participants as the event is happening. The latter method is an excellent way of recalling specifics of the event as they happen.

At the completion of the event it is important to follow up with a post-event publicity campaign. Even if things went "sour" good publicity can serve as good public relations and salvage hurt or disappointed feelings. A humorous description of people huddled together under picnic tables during a sudden downpour at the company picnic, with the suggestion that since this was "so popular, rain should be scheduled for the following year" can go a long way in helping people look forward to next year's event.

Planning special events challenge recreation programmers in many ways. Innovative and creative thinking coupled with a greater awareness as to what to look for in planning and organizing can result in an exciting and memorable recreation experience for your employees.

Bob Pindroh, CESRA, NESRA vice president of member services, is executive director of the Lockheed Employees Recreation Club, Burbank, California.

# fitness/health update

# **Growing Old/Staying Young**

by Randy Schools, CESRA

oday, most Americans at retirement face what amounts to a whole new concept of life. A man turning 65 can look forward to living, on an average, 15 more years, a woman 19 or more years.

Since 1900, life expectancy has gained 26 years, almost as much as the number of years accumulated in the preceding 5,000 years of human history. Changes will continue to occur, lifestyles will change, activity and participation will increase from our older workforce and its retirees. Many corporations, along with the federal government, have taken away age limitations for their workforces.

The Census Bureau recognizes these differences by defining people ages 65 to 74 as "elderly," people 75 to 84 as "aged," and people 85 and older as "very old," however, mere age is becoming irrelevant to the quality of life. According to one poll, 45 percent of Americans desire to live to age 100 or more.

The following data supplied by American Association of Retired Persons (AARP), may be helpful in recognizing the program needs of this segment of the population:

- The older population—persons 65 years or older—numbered 28.5 million in 1985. They represented 12 percent of the U.S. population, about one in every eight Americans. The number of older Americans increased by 2.8 million or 11 percent since 1980, compared to an increase of 4 percent for the population under 65.
- A child born in 1985 could expect to live 74.4 years, about 27 years longer than a child born in 1900. The major part of this increase occurred because of reduced death rates for children and

young adults. Life expectancy at age 65 increased by only 2.4 years between 1900 and 1960, but has increased by 2.5 years since 1960.

• About 21 million persons celebrated their 65th birthday in 1985 (5,600 per day). In the same year, about 1.5 million persons 65 or older died, resulting in a net increase of over 560,000 (1,540 per day).

### **Programming**

How do we, as employee services and recreation administrators, handle these employees who have given so much to the development of our companies and their products? Many retirees enjoy organized activities. One of the best programs for the "older" generation is walking, and after a given time period, brisk walking, which can burn almost as many calories as jogging, (about 100 a mile for the average person) doesn't cause shin splints and damaged knees that runners can suffer. More important, energetic walking, bicycling or swimming can raise heart rates to levels required for cardiovascular fitness. (A 60-year old required heart rate would be 112 to 128 beats a minute.)

Early morning, noon or evening walks give participants an opportunity to relax, enjoy conversations with their former co-workers and increase their cardiovascular fitness. For individuals beginning and maintaining their exercise programs, aerobic exercise is recommended. Cardiovascular health can be improved just by picking up the tempo of everyday life. In Washington, D.C., retirees are organizing walking clubs which meet at local malls and walk for an hour or two each morning before the stores open at 10 a.m.

Dr. Kenneth Cooper, a Dallas phy-

sician who was one of the first to define a workout, stresses that exercise should be sustained for at least 20 minutes, three times a week.

Additional tips for planning a fitness program for late bloomers, include the following items printed in the November 5, 1987 issue of *USA Today*:

- After beginning a program, make sure it is regularly scheduled since weekend athletes, especially older ones, are most likely to get injured.
- Provide lessons for those activities requiring new skills. Regardless of whether the activity is tennis or crosscountry skiing, fewer participants will be injured if they learn the proper techniques from an instructor.
- Whatever activity you choose to offer, try to cover all the fitness bases including flexibility, aerobics and strength training. Older athletes can't cut corners.
- Plan competitions. Races and tournaments will keep participants motivated. Try to keep competition at a friendly level and not at a fierce level.

Remember when starting a program for an individual over fifty, consulting a physician is a sensible practice and highly recommended for those not accustomed to vigorous exercise. A doctor can evaluate physical conditions, help you decide which activity will suit your older participants best, and check their progress after the exercise program is underway.

The National Institutes of Health recommends participants begin by exercising slowly, especially if they have been inactive. Start with short periods of about five to 10 minutes twice a week, then build up slowly—adding no more than a minute each week. If all goes well, as it probably will, slowly

continued

# new members

### Welcome!

Actron Manufacturing Co. Cleveland, OH

American National Bank St. Paul. MN

Andover Controls Corp. Andover. MA

Appleton Medical Center Appleton, Wi

Bank of Canada Ottawa, Ontario

Bob Lewis Volkswagon Peugeot San Diego, CA

Bowest La Jolla, CA

Brede Expositions Minneapolis, MN

Campbell Container Co. Moorestown, NJ

Campbell Soup Omaha, NE

Centel Las Vegas, NV

Citibank Nevada The Lakes, NV

City of Minneapolis Minneapolis, MN

City of Rye Recreation White Plains, NY

Coldwell Banker Residential Real Estate Las Vegas, NV

Comprehensive Health Center San Diego, CA

Computer Science Corp. Systems Div. Falls Church, VA

Cox Medical Centers Springfield, MO

DNS Inc.

Dakota County Auditor's Office Hasings. MN

Delaware Valley Medical Center Langhorne, PA

Digital Equipment Corp. San Diego, CA

EG & G Energy Measurements Las Vegas, NV

ESC Administrator Inc. San Diego, CA

Eaton Corp. Springfield, VA

FMR Corp. (Fidelity Investments) Boston, MA

Federal Kemper Insurance Decatur, IL

Froedtert Memorial Lutheran Hospital Milwaukee. WI

GASCARD La Jolla, CA

Golden Valley Health Center

Golden Valley, MN

HASBRO Inc. Pawtucket, RI

HCA Cedar Vista Hospital Fresno, CA

Hahnemann University Philadelphia, PA

Hanes DSD Henderson, NV

Hennepin County Medical Center Minneapolis, MN

Houghton Mifflin Co. Burlington, MA

Johnson Controls Inc. Milwaukee, WI

Just The Ticket Spring Valley, CA

Kapiolani Med. Ctr. for Women & Children

Honolulu, HI

Limited Credit Services Columbus, OH

Loral Instrumentation Recreation San Diego, CA

Lou Grubb Auto Center Poway, CA

Maxicare/Health America Cleveland, OH

Miller Brewing Co. Albany, GA

Mirillat Industries Inc. Las Vegas, NV

### fitness

increase exercise periods to 15 or 30 minutes, three or four times a week. Doctors may advise stretching as well as warm-up and cool-down periods of five to 15 minutes to tone up the body before exercise, and to help individuals wind down afterwards. You can simply stretch and then do the same activity or a similar one at a slower pace.

As with any exercise program, you should advise your older participants to listen to their bodies. If there is discomfort, they are doing too much. Have the individual ease up a bit, take a break, and start at another time. If you see your participant showing signs of joint discomfort, chest pain, recurring muscle cramps, have them consult their physician.

Education is a key with moderation being the element to stimulate the older worker to maintain healthful nutrition and exercise programs throughout their lives. Research is just beginning to crack down on the special diseases of aging—from joint problems to thinning of bones, to heart malfunctions.

At the National Institutes of Health, one of our institutes is the National Institute of Aging which maintains data and faces the challenge of our aging process with questions such as—"Why do some people age faster than others?" The question is a perplexing one and one not easily answered with theories such as environment, wear-and-tear theory—which states that humans, like automobiles, have vital parts that run down, leading to aging and death—and genetics are constantly debated.

It also may surprise you to know that centenarians, people who reach their 100th birthday, are the most rapidly growing age group in the United States. In 1985, there were some 25,000 centenarians, a 66 percent increase over

1980. It is projected that we will have as many as 50,000 centenarians in 1990, and 100,000 in the year 2000 thus doubling and tripling the present population.

The main thing to remember is that an active lifestyle is important—if you cannot get your older employee to exercise, get them in programs such as square dancing, fishing, arts and crafts, bowling, etc. They do not offer the benefits of regular exercise, but they will get the older employee actively involved in life—that's important because you may be helping that person to live a longer life. "Don't Anticipate—Participate," is a phrase which fits.

Randy Schods, CAE, CESRA, NESRA vice president of public and government affairs, is general manager, National Institutes of Health, Recreation and Welfare Association, Bethesda, Maryland.

# viewpoint

# What is the value of attending NESRA Annual Conferences, and how has your participation enhanced your career?



Dick Haggerty

"I would never have believed at the first conference that we could come so far from that time to the present.

The success of our association can be greatly attributed to the vast amount of knowledge and information we have obtained from the men and women who have helped us at the conference."

and new services have been provided to the employees and their families.

As a result of the new look and attention our employee association had been getting, it became evident to top management that the association could no longer be administered strictly on a volunteer basis. It was at this time that I was promoted to coordinator of employee activities. In this capacity, management of Washington Gas felt that guidance and direction for the daily activities of the association could be better implemented.

Today our association provides services to over 80 percent of our employees, offering a wide range of programs which include sporting clubs, crafts, an employee store, picnics, Christmas parties, film developing service and innumerable discount programs offered by national and local associate members of NESRA. I would never have believed at the first conference that we could come so far from that time to the present.

The success of our association can be greatly attributed to the vast

amount of knowledge and information we have obtained from the men and women who have helped us at the conferences.

In addition to my position as coordinator of employee activities, we also have an elected volunteer staff in our employee association. Since (going back to the first conference I attended) it was so obvious to me that there was simply too much valuable information dispensed through the different seminars and too many helpful contacts to be made, it has been our practice to have not only myself but also a member of the elected staff attend the National Conference. The many speakers have enlightened us on the various aspects of employee services such as motivating and recruiting volunteers, liability insurance, and operating an employee store. To put a price on the amount of knowledge we have obtained through our attendance at these conferences, would be an impossible task.

I cannot emphasize enough how the exhibitors have helped our programs. Hotel discounts, theme parks, logo items, candy, film developing and other services offered by vendors are constantly being used by our employees. I have always found the exhibit hall to be a highlight of the conference.

As a professional administrator or a volunteer with an employee association, attending the National Conference is a plus. Your company, its employees, and you will benefit from the experience.

Dick Haggerty is coordinator of employee activities at Washington Gas Light Company, Springfield, Virginia, and also serves as secretary of the Washington Area Recreation Employee Services Association (WARES).

s the 1988 National Conference approaches, I can't help but wonder what my career would have been like if I hadn't gone to my first NESRA conference in Chicago in 1981.

I had just become a volunteer officer in our employee association at Washington Gas Light Company and a friend told me that the NESRA (at that time it was called NIRA) conference would be an excellent place to learn about employee services and recreational programs. The experiences gained through my attendance at this conference, and all the others I have attended, have not only remained with me but continue to help me on a daily basis in the administration of our employee association.

Through information obtained at the conferences and also through our local chapter, Washington Area Recreation Employee Services, our employee association has grown from four clubs to 15 clubs and our employee participation has increased from 20 percent to over 50 percent. Discount programs have been added

# new products/services

### Pickpocket-Proof Leg Wallet Available



The Hideaway Leg Wallet is a new twist in security for valuables when traveling or when involved in athletic activities. Introduced by TC Corporation, Hideaway slips on the leg like a footless sock and fastens with a simple velcro closure.

Made of lightweight, snug-fitting lycra spandex, it contains two zippered pockets large enough to hold money, credit cards, passports, checkbook, travelers' checks—even a notepad and pen. It's machine washable and one size fits all.

For more information, contact TC Corporation, 2675 West Woodland Dr., Anaheim, CA 92801, 714-828-5582.

### **PaySaver Service Offered**

Transamerica Human Resource Management Services announces a new service called PaySaver used to help employers create programs that allow employees to make pretax contributions toward benefit premium and flexible spending accounts.

This service enables an employer to establish a flexible benefits program under Section 125 of the Internal Revenue Code. With this arrangement, employee pretax contributions may be used for welfare benefits such as health and dental premiums, deductibles and coinsurance. In addition, dependent daycare expenses can be reimbursed on a pretax basis.

PaySaver provides a complete administrative service including reimbursement request processing, claims payment and recordkeeping and ongoing support through a toll-free hotline. Also included are plan documents and a full range of employee communication materials, including employee handbooks, posters, payroll stuffers and enrollment forms.

For more information, contact Transamerica Human Resource Management Services, a unit of Transamerica Occidental Life Insurance Company, Box 2101 Terminal Annex, Los Angeles, CA 90051-0101, 213-741-7766.

### Motivational Video Introduced

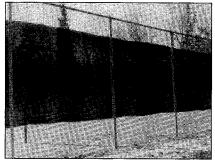
Motivation, goal setting, and positive thinking are elements every company strives to improve. "Either Way You're Right" is an upbeat, eight-minute motivational video that challenges viewers to rethink the roadblocks separating them from their goals and maximum efficiency on the job.



Highlighted in the video are the fascinating lives of 12 celebrities and historical figures who overcame the same obstacles facing many of your employees. Lucille Ball, Albert Einstein, Ron Le Flore, and Walt Disney are among those whose stories of determination and success will inspire and encourage your employees.

For more information, contact American Media Incorporated, 1454 30th St., West Des Moines, IA 50265, 800-262-2557 or 515-224-0919 (in IA).

### New Sports Windscreen Available



Edwards Sports Products, a leader in tennis court equipment at Wimbledon since 1896, announces "Edwards Windscreen" for use around tennis courts and privacy applications around football and soccer fields.

Available in dark green or black, this windscreen is made of lockstitch knitted polyethylene. Its density surpasses other knitted windscreens and equals polyester and vinyl coated windscreens, while allowing for ventilation. Designed for easy installation, Edwards Windscreen can be cut to length on site without unraveling. It is ripresistant, sun-protected and it sells for 30 percent less than traditional windscreens and privacy enclosures.

For more information, contact Edwards Sports Products, P.O. Box 362, Modus, CT 06469, 800-243-2512 or 203-873-8625 (in CT).

### Industrial Hand-Care System Available

Go-Jo Industries announces the DermaTech Advanced Industrial Skin Care System. It is engineered to provide a durable, reliable, heavy-duty dispenser and easy-to-load, sanitary sealed, 5,000 ml Push-Pak bag-in-abox soap refills. Each refill cartridge has a new dispensing valve. This innovation eliminates clogging, the number one cause of dispenser malfunctions.

The heavy-duty, push-type dispenser won't pull away from walls like pull-or crank-type dispensers can. The durable design fully protects the refill cartridge from moisture and vandalism. The DermaTech soap dispensing

systems can be mounted at any sink installation, including Bradley and other types of circular wash fountains.

For more information, contact Go-Jo Industries, P.O. Box 991, Akron, OH 44309, 800-321-9647 or 216-920-8100 (in OH).

### **Body Fat Analyzers Introduced**

A line of three new Fitness and Body Fat Analyzers is available through Futrex, Inc. These simple-to-use, quick and accurate instruments for both professional and home use provide a highly-accurate body fat measurement within 10 seconds simply by touching the bicep with a unique "light-wand."

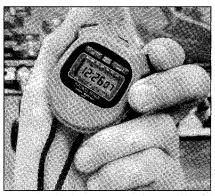


The models include a professional fat analyzer, the Futrex-5000, which provides a complete printout of an individualized health and fitness profile; a mid-priced model, the Futrex-3000, which prints simple recommendations for diet and activity; and one for home use, the Futrex-1000, which allows the user to measure his own body fat percent and have it indicated in 10 seconds on the LCD display.

For more information, contact Bob Wittenberg, Futrex, Inc., Box 2398, Gaithersburg, MD 20879, 800-255-4206.

### New Stopwatch from NDQ Marketing

NDQ Marketing introduces a new, lightweight, all-purpose stopwatch featuring a six-digit display that counts at 1/100 of a second for the first 30 minutes and after that measures, by the second, up to 24 hours. While in the stopwatch mode, it can measure accumulated elapsed time, split time, or time between two competitors. Its laser-



regulated quartz movement provides a high level of accuracy.

It also serves as a full-functioned timepiece or a fun fashion accessory. In the normal mode, the digital watch displays the hour, minute, and second, or day, date and month with a special "auto-change" calendar. Time can be set using either 12- or 24-hour indications. The display can go back and forth between the stopwatch and normal modes, at the click of a button.

For more information, contact NDQ Marketing, a subsidiary of Hattori-Seiko Co. LTD., 989 Avenue of the Americas, New York, NY 10018, 212-947-9466 or 800-255-2521.

### Self-Care Booklet Offered

Krames Communications announces the publication of *Self Care—Relief for Common Symptoms*, a full-color, illustrated, thirty-two page booklet on health care.

This booklet helps its readers to make informed decisions about the health care services they use, explains how they can control their medical expenses by practicing self-care, and serves as a valuable reference tool on good health.

Self Care can be useful to employers wanting to promote maximum health and productivity, and to those who disseminate important health information.

For more information, contact Krames Communications, Dept. SCA/17, 312 90th St., Daly City, CA 94015-1898.

### Sports Products Catalog Announced

Kamar Sports Scene, a 12-page color

catalog displaying its line of stuffed sports products and accessories, is now available from Kamar International.

The catalog features National Football League (NFL) dolls, puppets, slippers and bean bag doll heads, plus stuffed cheerleader dolls and an assortment of stuffed college football dolls. Order information and forms are also included in the catalog.

The company's doll collection was named "Best Product of the Year" in 1986 among more than 200 products licensed by the NFL. The NFL has also extended the company's manufacturing and marketing license for an additional two years.

For more information, call 800-553-2951 or 213-214-0381 (in CA).

### Equipment Catalog Available

Kustom Built, a manufacturer of fine quality exercise equipment since 1979, introduces its all new exercise and weightlifting equipment catalog and its "M" Series free-weight benches.



Kustom Built features a full line of single station circuit training machines, as well as the best cardiovascular exercise machines that Precor has to offer. This catalog also offers a complete line of benches, racks, power racks and specialized equipment. Weights, dumbells, leather belts, rubber flooring, body fat testing equipment, and suntanning equipment is also available as well as all accessories for health clubs, gyms, schools, private clubs, wellness centers, or any exercise programs.

For more information, contact Kustom Built Athletic Equipment, Inc., Sales Dept., E 6000 Broadway, Spokane, WA 99212, 509-534-4680.

# NESRA network

### **REGION I**

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Service and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Ann Derhammer—(716) 288-2580.

### **REGION II**

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

Cleveland Employee Services Association/ Cleveland, Ohio. Contact Mary Berges—(216) 368-4504.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

**Erie Recreation Services Association**/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511.

League of Federal Recreation Associations/ Washington, D.C. Contact Clayton Cochran— (202) 233-3113.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

Warren and Youngstown Employee Services/ Warren, Ohio. Contact Susan Gulakowski—(216) 841-4523. Washington Area Recreation and Employee Services Council/Washington, D.C., Contact Elise Auldridge—(301) 681-4183.

### **REGION III**

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Britta Mansfield—(312) 289-9250.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Gary Roehl—(313) 496-5773.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

### **REGION IV**

Central Florida Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric—(305) 356-3365.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Don Strosnider—(803) 725-1565.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Holland—(615) 361-2475.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

### **REGION V**

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 729-6097.

### **REGION VI**

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Contact Lori Sharp—(303) 977-6750.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Bob Brown—(214) 457-5997.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Pamela Paniszczyn—(512) 821-3033.

### **REGION VII**

Associated Industrial Recreation Council/ Burbank, California. Contact Carl Nicchitta— (818) 842-6121

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Contact Russ Drew—(714) 795-1502.

Employee Service and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Eileen Martinson—(213) 618-4747.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Robin A. Nagore—(602) 791-5298.

Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3896.

San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Doreen Cato—(206) 464-4415.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

Tri-County Industrial Recreation Council/Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

### CONFERENCES & EXHIBITS

The 1988 NESRA Conference and Exhibit will be held May 11–15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

September 15–17, 1988. NESRA Region III Conference and Exhibit. Northfield Hilton Inn, Troy, Michigan. Contact Gary Roehl—(313) 496-5773

September 22–25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

November 3-5, 1988. NESRA Region II Conference and Exhibit. Holiday Inn, Independence Mall, Philadelphia, Pennsylvania. Contact Jim Alexander—(609) 547-8284.

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## In this issue

- Research within an organization is very effective when it is used to evaluate the potential or the results of employee programs. This type of in-house research is most effective when it is concentrated on a focused, justified, comprehensive program, and the results are then fed back into the program to strengthen it, to keep it "on track" and to provide data to top management. In order to maintain or implement an ES&R program, it may be necessary for ES&R managers to begin/ continue an in-depth analysis of program outcomes as a form of justification research. Turn to this month's cover story, "Program Justification: Developing A Strategy," for a step-by-step-explanation of this process.
- Employee services are being computerized at an ever increasing rate. Many routine tasks that require a great deal of manpower and keep you from doing the more creative things in life can now be done by a machine. Read "Computer Applications in Employee Services: Hardware, Software, and How to Select it," to learn about the changes in the availability of computers, applications you can use, comparing cost and availability, renting versus buying versus leasing, how to obtain software and what to ask yourself and others before computerizing.
- Whether you're a nonprofit or a very profitable organization, you may benefit from some of the approaches used by one conservative northeast university and medical center to establish an employee activities program. Turn to "Overcoming Obstacles: Initiating an Employee Activities Program" for details.
- Also in this issue, this month's ES&R Focus profiles three multihatters-their programs, their challenges and their insights. Read "The Multi-Hatter: A Day in the Life" for a better understanding of this segment of NESRA members. In addition, this issue provides a preview of several speakers and their topics which will be addressed at NESRA's 1988 Annual Conference and Exhibit. Also, don't miss the survey results profiling NESRA members in this month's ESM Bulletin.

## Next issue

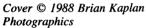
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## **MARCH** 1988

Volume 31, No. 12









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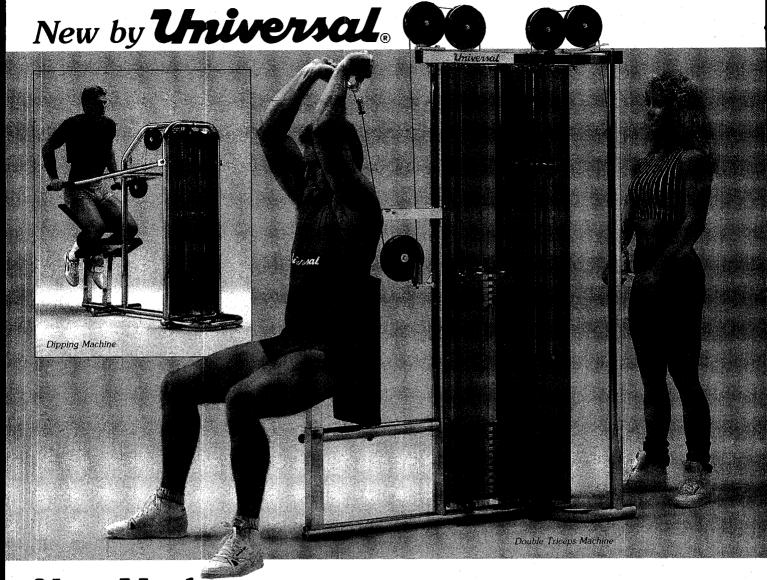
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March 1988



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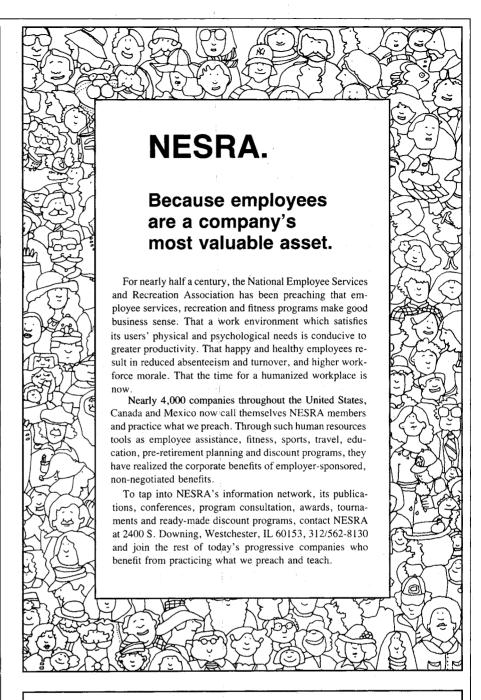
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services, recreation and

fitness programs are essential to effective human resources management.



## SEE YOU at the NESRA Conference and Exhibit

Buena Vista Palace Orlando, Florida May 11–15, 1988

## ESM bulletin

## **NESRA Member Profile**

During October, 1987, NESRA Headquarters had Research USA, Inc. conduct a survey of a random sample of members to obtain information about the size and scope of their ES&R programs.

Information contained in these results may be beneficial to all types of NESRA members. Associate members can become more aware of the products and services our members are using and will be using in the future. Organization members might find how they compare with others in the field. Student members will find facts about the ES&R field they are about to enter, while academic members might discover new areas for research and development. All groups will have a better profile of the NESRA member. Below is a summary of the results.

- There is a wide range in the number of people who are employed in responding companies, with the average being 3,090.
- The average number of people eligible for employee services and recreation programs is 5,260.
- Companies offer many different types of facilities, with the most common being showers/locker rooms, picnic areas, fitness facilities, basketball courts and ball diamonds.
- Almost half of all companies experienced increased usage of their facilities over the past two years, while most others stayed the same.
- About 15 percent of the companies measured plan to construct new space for employee services and recreation within the next two years. The number one purpose is for fitness centers.
- Employee discount programs are offered by about 85 percent of all member companies. These discounts usually are from NESRA suppliers and local merchants.
- Companies indicated that discount programs saved their employees an average of \$30,400.
- Almost one-fourth of all companies have a company store. The fastest moving items they have for sale are T-shirts, clothing, discount theatre/movie tickets and company logo items.
- The average discount offered in a company store is 25 percent.
- The average inventory of company stores is \$27,400.

- Company stores had an average of \$62,800 in gross sales for 1986.
- The majority of respondents do not handle travel arrangements. Of those who did, the average amount employees spent in 1986 for travel arrangements made through their employee services and recreation programs was \$58,700.
- Though most employee recreational groups did not make any roundtrip airline flights, those who did had an average of 45 individual roundtrip flights.
- Over 80 percent of all companies offer service awards, with the most popular award being jewelry (other than watches/clocks), the second being plaques and the third being watches/clocks.
- More than four out of ten (43.2 percent) of the members responding to the survey have responsibilities for assisting in purchases of company service awards.
- NESRA companies that made purchases in 1986 averaged \$10,700 for sporting goods, \$8,200 for fitness equipment, \$19,900 for picnics, \$22,400 for theme parties and \$24,600 for service awards.
- Within the next two years, 17.8 percent of all companies measured plan to purchase new fitness equipment. Weights/weight equipment and treadmills will be purchased most often.
- The physical programs most commonly found in respondents' companies are softball, bowling, volleyball and golf. The most popular social/cultural programs are Christmas parties, picnics, and dinner/theatre outings. The most frequently reported service programs are discount services, blood drives, award/recognition programs, the United Way drive and first aid/CPR training.
- Over 40 percent of NESRA companies added new services and recreation programs within the past two years. The most frequently added programs are discount products/services and smoking cessation programs.
- More than 20 percent will be adding programs within the next two years, with health maintenance programs being the number one new program.
- The average operating budget for employee services and recreation at NESRA companies is \$113,000.
- The leading source of revenue for employee services and recreation programs is company contributions which average 70 percent of all revenue.

## news in brief

#### **Hotels Cater to Kids**

With an increase of working parents bringing their families on business trips in an attempt to balance the needs of work and family, some hotels are catering to youngsters by offering a variety of services, reports the January 11, 1988 issue of *Insight*.

One hotel in San Francisco offers kids cookies and milk at bedtime, greets them with a toy in the dining room and lavishes them with popcorn, juice and balloons the night before checkout. Even though business travelers usually bring a spouse along to care for children during the day, baby-sitting services are available at four dollars an hour and city tours are offered for unaccompanied older children. Parents can also request high chairs, cribs, bottles and baby food.

In Washington, during the summer, another hotel opens its children's suite, equipped with play furniture, a nap room, computers and video learning games, to children ages four to 14. This suite is open from 8 a.m. until midnight with rates of \$25 for a full day and \$15 for four hours or less. Last summer, more than 200 children visited the suite, the hotel reports.

While most hotels stop short of these conveniences, experts predict that they will begin increasing their services as more and more career people take additional family members on their business trips.

#### **Stress is Costing Millions**

On-the-job stress is currently costing employers and insurance companies an estimated \$50 million a year in compensation payments to employees, more than double the amount since 1980, says James E. Challenger, president of a Chicagobased international outplacement consulting firm.

Stress is a physical as well as emotional problem since it affects employees' physical and mental well being simultaneously, although some managers don't realize this. However, it seems that more are recognizing the problem and taking action.

According to the Wall Street Journal, more and more companies are offering wellness programs to their employees.

The Prevention Leadership Forum, a joint effort of a private Washington, DC, health group and government, says 66 percent of sites with at least 50 workers now have wellness programs.

At one company, an executive dietary, counseling, aerobic training and diagnostic testing program is offered to all workers. Noontime lectures on topics such as controlling stress and early breast cancer detection are also becoming popular.

In an attempt to end smoking in the workplace, one company is

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reimbursing its smoking employees for attending smoking cessation sessions. Fitness centers are also being operated with thousands of dollars' worth of equipment and staffs of up to 25.

Since employees are feeling healthier, they are becoming more productive.

## Time Flies When You're on the Airfone

Now there's no need for business travelers to lose important telephone time while flying. GTE's Airfones, telephones installed on planes, are quickly becoming a popular convenience for business travelers, reports the February, 1988 issue of *Frequent Flyer*.

These phones allow travelers to make a ground-to-air connection while their plane flies over the United States or Canada. Easy to activate, users insert one of six major credit cards (to charge the \$7.50 for

the first three minutes and \$1.25 for each additional minute) into the unit which operates like a cordless phone with a portable handset. The receiver can be taken from the wall-unit to the passenger's seat, where s/he can dial to make the call.

Many business people who can't afford to be out-of-touch feel that Airfone, which was originally introduced in October, 1984, has become a vital business tool. Its usage was up 22 percent during the first half of 1987, and of the 68 ground stations that serve the entire United States, New York and Chicago were the busiest.

Seven-hundred aircraft, one third of all jets used domestically by U.S. airlines, plus Air Canada have been equipped with these phones and GTE expects to install them on 2,200 more planes (with between two and eight per plane).

Despite all of the pluses, there are a few kinks that need to be ironed out of this product which still may be operating under an experimental/ developmental FCC license. Occasional disconnections (because of technical reasons or because the caller may have accidentaly pressed the "hang up" button), static, limitation of phone use (it only works when the plane is airborne), delayed dial tone, and lack of privacy are a few things which need to be improved.

Nevertheless, even with these imperfections, the Airfone is quickly becoming a necessity for those mobile executives who are pressed for time and in need of staying in touch with the office or clients.

#### Healthy Retirees— Unhealthy Companies

Corporate well-being could be affected by retiree health benefits, reports the *Wall Street Journal*.

The nonprofit Employee Benefit Research Institute (EBRI) states in a report that stock prices could be

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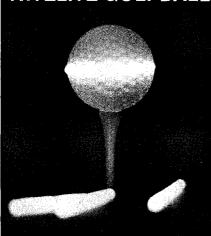
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Richard Lee, head pro Hyland Hills Country Club, Southern Pines, NC

"We had 1,500 (yes 1,500) people for our NITELITE tournament. Everybody loved it!"

Dave Pehrson, head pro Arrowhead Country Club, Emmons, MN

"We have had two NITELITE tournaments and my members said that it was the best time they ever had on the golf course."

Jeff Smith, head pro Somerset Golf Club, Topeka, KS

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## news in brief

pushed down if the Financial Accounting Standard Board (FASB) proceeds with plans to require companies to record crued liabilities for retiree health benefits on their balance sheets. Many fear that reflecting this liability will make companies look less healthy to the markets.

This change would mean an extra \$2,000 in annual expenses per worker for the typical *Fortune* 500 company, according to the EBRI report. The FASB is expected to give a preliminary decision early this year. Companies are encouraged to revise their benefit plans to offer only a fixed dollar amount toward retiree coverage, or vary benefits by length of employment.

The report also says that health benefits for those who retire at age 55 can be more than twice as costly for a company as benefits for those who leave at 65.

#### Adult Day Care Alternative

An alternative to adult day care, home health care is becoming one of the fastest growing service industries, reports the January 25, 1988 U.S. News & World Report.

With hospital and nursing home expenses very high and the need for a comfortable setting to boost patient recovery, it is estimated that about 4 million people will be cared for in their homes this year.

As an employee service professional, you might want to be equipped with more information about this service if your responsibilities include offering referrals to employees.

Today, those providing the personal touch are medical technicians, physical therapists, etc., rather than doctors who made traditional house calls in the past. These modern caregivers usually work out of a service or an agency. Some agencies may be willing to train family members to properly administer health care.

It is important to know that about one-third of states do not license home care services at all, while those who do, may not use high standards. Therefore, as an information resource, you must establish some criteria for checking these agencies before choosing one.

Here are some important questions to ask:

- Is the agency medicare-certified? Although certification does not ensure quality, it may be an indicator. Keep in mind that some reputable agencies, especially those specializing in child or infant care, will not be certified because medicare is concerned with those over age 65.
- Has the agency been operating long? Does it operate with a license or is it accredited? Know if your state requires a license; if so, ask for proof of it. Caregivers can be accredited through national associations. Many times, a better agency is the one which has lasted the longest.
- Are caregivers working for the agency, or is the agency simply a resource for available nurses or other home caregivers? It is more likely that you will get quality care from an agency that specially trains its employees to provide home health care. Some agencies simply offer names of caregivers or don't require their employees to be trained. Such agencies are prone to higher turnover and less commitment from their employees.
- How much are workers paid? The fee for caregivers may indicate their qualifications for the job. Paying an aide under \$7.00 an hour and nurses under \$15 may mean you are sacrificing quality. Agency overhead will cause these figures to increase.

Of course, when speaking about medical care costs one must also discuss insurance coverage. Advise others to find out what coverage their policy provides, if any. Home health care may not be covered by some employer-issued group plans and even medicare draws the line

somewhere. As a rule, home health care by only "skilled" nursing care for someone with a clear medical need is covered by both private and government plans. However, even in these cases, coverage will only last from three to eight weeks.

Insurance companies and the government are changing their policies in favor of home health care. Medicare home health-care-benefits for older people are being altered. Legislation is also paving the way to aid those in need of this service.

#### Shift Workers Altered Schedules

Alter night shift schedules to increase alertness and cut down on sleep problems among shift workers, suggests a new study printed in a January, 1988 USA Today.

The schedules of 220 police officers on rotating shifts were altered for 11 months by the researchers at Boston's Center for Design of Industrial Schedules. Then, shifts were rotated clockwise (days to evenings to nights) opposed to counter-clockwise (nights to evenings to days). Researchers increased the amount of time spent on each shift from one to three weeks, and they reduced the number of consecutive days from six to four or five.

Sleep problems decreased by 70 percent, daytime fatigue decreased by 55 percent and falling asleep on the job fell 29 percent. In addition, onthe-job car accidents fell 40 percent and alertness rose 29 percent.

According to the director of the study, the altered schedules increased sleep and minimally disrupted the biological clock.

## Job Satisfaction Gets Top Billing

Job satisfaction was ranked the number one worker concern over job security, while making more money ranked third in a national survey of corporate personnel officers

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## news in brief

conducted by Personnel Journal.

Out of 100 companies in the survey, 36 percent named job satisfaction first in contrast to 18 percent for job security and 17 percent for more money.

Changing attitudes may be a result of rising expectations of today's workers along with changes in the workforce due to the shift from an industrial-based manufacturing economy to a high-technology and services economy.

Emphasis on job satisfaction also shows that more and more workers are turning to their work for more than security and financial support. Today, work is also regarded as a source of personal fulfillment, social relationships and community responsibility.

If this trend continues, the qualities which are viewed as privileges today will be considered rights by employees of the future.

With job satisfaction being most important to employees rather than security, part-time work or jobs that offer flexible schedules may become more in demand while life beyond the workplace becomes more important, leaving room for expansion in the recreation field.

#### Vacations: The Road Not Taken

Even though a majority of executives are offered four weeks vacation time, few actually take all of their earned time off, reports the January 18, 1988 issue of *U.S. News & World Report*.

In a survey of 50 executives in personnel management and presidents and vice presidents of major corporations and financial services firms, 16 percent were entitled to five weeks vacation, 47 percent earned four weeks, nine percent had three weeks, 16 percent had two weeks and 12 percent were offered other amounts of time.

Of those polled, 60 percent said they take less than half of their vacation time while nine percent take half and 14 percent take threequarters of their entitled vacation time off.

## Time is Limited For Working Couples

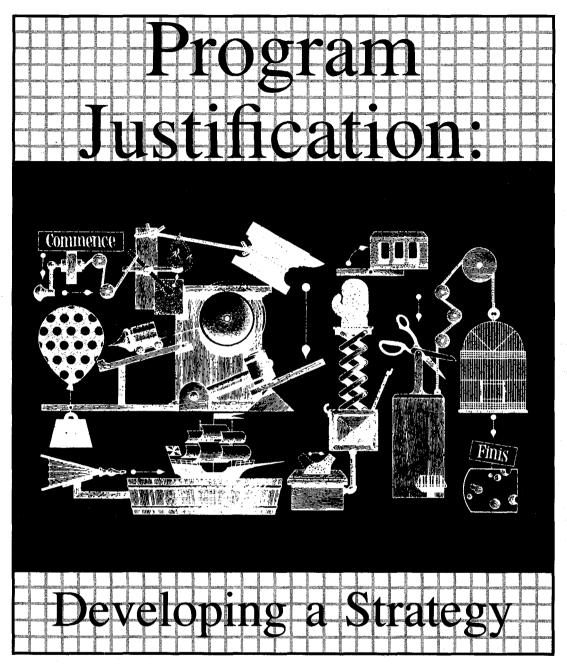
Although there may not be a significant difference in the *amount* of time dual- and single-income couples spend together, with dual-income couples spending approximately 3.2 waking hours together and single-income couples spending 3.8 waking hours together, there are significant differences in *how* they spend time together, reports the December, 1987 *American Demographics*.

Wives report that dual-income couples spend 36 minutes a day together on homemaking and personal care including cooking, home repairs, cleaning, paying bills and exchanges of affection, compared to single-earner couples who spend 51 minutes a day on these activities.

While single-income couples spend 41 minutes a day eating together, according to wives, double-income couples spend only 33 minutes doing the same. Dual-income couples talk to each other less in a day than single-income couples do, with reports from husbands and wives in agreement on 12 minutes daily for dual-income couples and 19 minutes for single-income couples. If both work, the couple spends less time watching T.V. together, with 44 minutes versus 62 minutes.

In terms of having fun together (including recreation and entertainment), wives of dual-income couples say an average of 28 minutes a day is spent having fun with their spouses, compared to 46 minutes reported by single-income wives. Husbands of dual-income couples report 37 minutes a day is spent on fun and single-income husbands report only 32 minutes a day is devoted to such activities shared by couples.

With time being limited, involving spouses may be the key to increasing participation in programs.



D. W. Edington, Ph.D.

he collection of unequivocal scientific data arising from research within an organization is time-consuming and very expensive. The complexity of the organization and the society in which it interacts is far too variable and presents an environment too imperfect for conducting long-term scientific research. This may seem like strange lead sentences for an article regarding a strategy for program justification. However, the point is that when conducting research within an organization it should be beyond the investigator's expectation to achieve a pure scientific result.

Research within the organization is very effective when it is used to evaluate the potential or the results of

employee programs. This type of in-house research is most effective when the research is concentrated on a focused, justified, comprehensive program, and the results are then fed back into the program to strengthen it, to keep the program "on track" and to provide data for top management.

It is still uncommon for top management to require employee services and recreation directors to provide research/marketing data to justify specific programs. However, there is an indication that this may be changing as companies continue recent cost-cutting activities in search of more efficient and effective organizations.

Regardless of the trend within an individual company,

it may be incumbent upon the employee services director to begin/continue in-depth analysis of program outcomes. Depending upon the data available, those outcome measures could be at the process level (for example, number of programs offered or participation data), individual employee behavioral level (for example, number of people who stop smoking over a 12-month period), or at the program outcome level (for example, decreased absenteeism). Justification of the program or evaluation plans can be set up for any one or all three of these levels of program outcomes.

A wellness program will be used throughout this article to illustrate the total process of conducting justification research in an employee services department. Most of the NESRA member corporations are now conducting components of a comprehensive wellness program. In most cases the existing wellness programs have been initially justified either as a natural outcome of the overall employee services program, as a healthcare cost containment strategy, or as the "natural" thing to do for employees. The perceived logic of wellness programs is illustrated in Figure 1. The face validity of the logic is very high, while from a research basis there are questions at each step. It is generally accepted that nearly 80 percent of the wellness programs instituted in the United States over the past 10 years have been instituted based on the face validity of the logic.

In contrast to well-conceived, comprehensive wellness programs, most programs have been instituted on a piecemeal basis such as an exercise program, a stress management program, a weight control program, or a back care program, etc. This piecemeal approach can be evaluated only by following individual or small group records, and antidotal descriptions. Any data resulting from these piecemeal type programs are usually viewed as valid within the organization as long as top management is totally biased in favor of the program.

The first step in conducting any type of justification research is to build a sound basis for a comprehensive program. Regardless of whether a company presently has a piecemeal program or whether it is just beginning a comprehensive program, the following steps can be implemented to upgrade into a comprehensive program which can be justified and the data then presented to top management. This process is called developing a strategic plan for employee services and recreation.

#### DEVELOPING THE STRATEGIC PLAN

Organizations throughout the country are beginning to implement ES&R programs for their employees. The impetus for these programs comes from a variety of sources, including CEOs, medical departments, personnel departments, employee service departments, human resource development departments, employee involvement groups, and health-care cost-containment committees. The value of the ES&R program for an organization can be justified at several levels and organized in many fashions. For example, a comprehensive wellness program could fit into an organization as depicted in Figure 2.

Comprehensive ES&R programs involve many aspects of the organization and impact many areas of an employee's life and productivity. Once the concept has been agreed upon, the task of how to implement the program within the organizational structure remains. Much too often wellness programs, for example, are implemented within organizations either in medical departments, employee services, or human resource development units without regard for the "fit" within the individual department or for the goals of the program.

The following ten topical headings are key areas of agreement which should be the basis of the strategic plan for ES&R within the organization. These points should be discussed and agreed upon prior to the implementation of the program. A written strategic plan, including an action plan, is essential for meaningful justification research and to ensure the long-term survival of the wellness program.

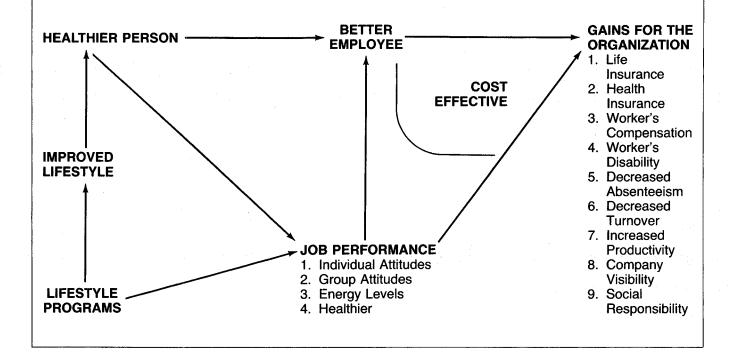
Step 1: Decision makers should be forced to answer the questions, "Why do we want an ES&R program in our organization?" If we were to have this program, what would be different in this company next year or in five years? Which major needs in our organization would this program solve? How are we going to know if the program works? An extended period of time should be allowed for these questions because they are the *key* to the whole process. Whether the program is viewed as a long-term strategy for employee services, for health-care cost containment, as a human resource development strategy, or as personnel or medical strategies will determine the major emphasis of the program from the first year through the nth year.

If the main emphasis of the program is to reduce health care costs, then justification emphasis will be in the area of disease prevention and improvement of health habits. If the primary emphasis of the program is human resource development then justification efforts will be focused on the improvement of health habits and programs leading to improved self-esteem and professional skills. If the primary emphasis is recreation then justification decisions will be made according to participation and popular activities. Medical emphasis might focus on safety behaviors, medical self-care programs as well as disease prevention and improved health habits.

The decisions made in this step are the key to justification research. It is here that management decides what is important and thus what should be evaluated. Don't leave this step until *everyone* is in agreement. At the Fitness Research Center at the University of Michigan, Ann Arbor, when we have observed program failures it is often because evaluation or justification did not coincide with perceived or shared goals. Another cause of failure is not being able to justify too-high expectations.

Step 2: How will the program be positioned within the organization? Much of this discussion, of

#### The Logic of Wellness Programs



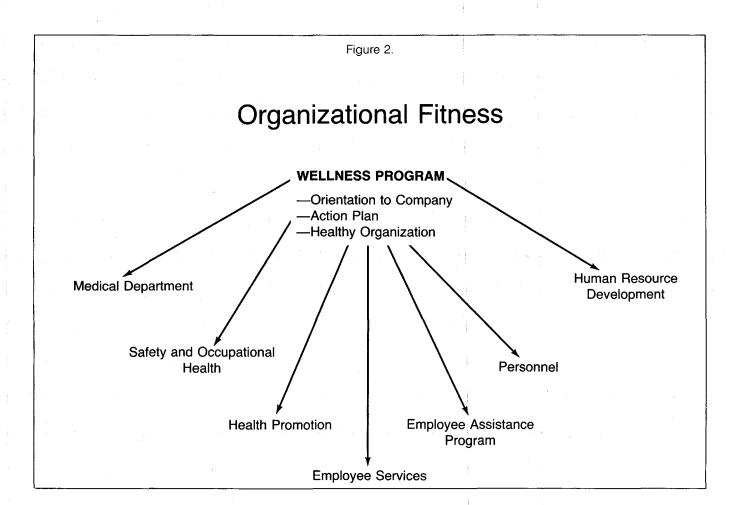
course, is related to the decisions from Step 1. Decisions must be made whether this program will be conducted as an extra staff benefit in times of profit or whether it will be viewed as "part of the cost of doing business." Decisions need to be made regarding the amount of money expected to be cost-shared by the employee and whether these programs will be offered as part of the overall benefit or specific department budgets. This is critical if a cost-effectiveness or cost-benefit analysis is viewed as part of the justification research.

Step 3: What is the targeted budget for the program? If a definite amount of money exists for this program, then that should be announced up-front. If the cost of the program awaits the design of the program, then this section could be held until the end of the planning session. The cost of the program can be expected to range from \$5 per person per year (large corporations with communications-based programs), to \$500 per employee per year (organizations with in-house facilities). Most programs can be expected to cost from \$50 to \$200 per person per year. This cost can be contrasted to the cost of medical insurance which is probably close to \$2,500 per person per year (range of \$1,500 to \$4,000).

Step 4: Will the program be facility based or communications-based? Most organizations do not begin wellness programs by building a facility. Where this has been done it is usually for some other reason than directly related to justification of the program. On occasion, facilities are justified because the CEO wants a place to exercise or the organization sees it as an important recruiting/retention tool. If this is the case, then it should be clear that management places this as a high priority and the justification research for the facility would not need to go any further. Regardless of the capital expenditure, operation of a facility is costly and usually can't be justified by employee use related to direct cost savings or benefits. Facility-based programs are usually most effective when the employee population is concentrated within one building or within a very narrow geographical location.

Step 5: Who is eligible to participate in the program? Organizations usually take the stance that they want a program equally accessible to all members of the organization rather than a layered approach where benefits are available to different levels within the organization.

Another eligibility question is related to participation by families. It is known that health-care costs are greatly influenced (as much as 60 percent) by family members.



Therefore, if one of the goals of the program is to reduce health care costs, then obviously families should be included in that effort. The usual solution to this question is that the wellness programs will initially not include family members but will be gradually expanded over 3–5 years to include family members. If family members are not included, then health care cost-containment should not be a part of the initial justification data set.

Step 6: How will the program be staffed? There are several approaches to this consideration; the most obvious solution is to hire a professional staff member. Additional approaches are to convert an existing employee position into a wellness coordinator, "add on" to an existing responsibility, hire an outside contractor, or utilize existing services available within the community. The more ambitious the goal (Step 1) the more likely a well-defined position is necessary to achieve the objectives for the program.

Step 7: What should the ES&R program look like? This step, as are so many others, depends upon the initial goals of the program. In the case of a wellness program, it should be kept in mind that groups of people learn and make behavioral change by, first of all,

changing their knowledge levels, then their attitudes and then finally personal behaviors. Corporate behaviors and changes in the corporate culture usually follow changes in employee behaviors. Many companies make the mistake of jumping into wellness programs with behavioral type (classes) programs, thus ignoring the individual knowledge and attitude steps and the corporate culture. When this happens many programs fail due to low participation rates. The reason for the failure is that those who are "ready?" for behavioral classes have often already taken care of their need, either through individual efforts or through joining group sessions outside the organization.

It is important for the long-term success of the program to offer segments of the program at each of the individual knowledge, attitudinal and behavioral stages and towards the corporate culture. Education materials (knowledge) can be given out as well as individual and corporate benefits emphasized (attitudinal) and actual courses (behavioral) offered.

Successful programs often begin with a relatively long term (2–5 months) "pre-rollout" marketing of the program. Included would be specific bulletin boards, newsletters and other ways to communicate the availability of the program within the organization. The

organizational development specialist should be consulted to find out how the organization "listens" and spreads information. An early step (six months to one year) in the justification research could be to determine the number of employees who even know the program exists, or recognize the logo.

Step 8: How will the program be marketed within the organization? This step is often ignored. Rapidly initiated wellness programs usually result in very low participation rates. The program should be announced and implemented consistent with the experience of other programs in the organization, whether that be via a letter from the CEO and/or union officer, formal announcements, open houses or a general staff meeting.

Material development should also take place during this initial stage and the materials should have the "look" of the rest of the organization. If newsletters are to be part of the program they should be customized for the organization or articles could be written and included as part of the existing communications system. The goals of the program and points critical to the planned justification should be emphasized and marketed to offer the maximum chance for success.

Step 9: What is the timetable or action plan for the program? As with the other steps, this needs to be well thought out and documented as to what will be done by whom and when. A detailed plan for at least the first year should be addressed.

Step 10: How will the program be evaluated? Although this process is listed as Step 10 it should not be held for discussion until the last process. Evaluation should be discussed as a part of Step 1, goals and objectives. The basic question is, "How will the organization know if the program has been successful within the suggested time frames?" Decision makers should be well aware of what can reasonably be expected in each phase of development. It is especially important for the employee services director to be informed on this issue. Credibility for the justification often comes from citing corporate data, state or federal data, local chambers of commerce or employer business groups or professional literature (Blanchard, Edington and Blanchard, 1986). Local universities often have experts who are willing to consult and libraries where large data base searches (e.g. Medline) are available. The University of Michigan maintains a data base of over 1000 articles on the business, health and legal aspects of wellness programs. That reference file is available for searches and as a bimonthly abstracting service, ACCESS-UM. Unrealistic goals lead to depression and program elimination. In the model in Figure 1 the goals on the left side are relatively short-term goals (1-3 years) while the items on the right side of the figure are relatively long term-goals (5-7

years). Adequate time should be spent on this topic so as to identify specific process and outcome goals. This procedure (Step 10) should ensure that expectations are in line with realistic goals.

Typically, an organization would offer a program to a group of employees and seek participation by employees on a completely voluntary basis. Compliance rates could be calculated as the percentage of participants in the total work force. High and low adherence participants would be calculated based on performance of the volunteers. These are examples of process objectives. Outcome objectives are often more commonly thought of and are listed in Figure 3.

The objectives listed in Promoting Health and Preventing Disease: 1990 Objectives for the Nation are examples of using government publications to establish meaningful outcome objectives. In this publication, targets are established to reduce smoking (33 percent to 25 percent by 1990), to increase regular exercisers (35 percent to 60 percent), to decrease overweight (120 percent of normal: 14 percent to 10 percent for men and 24 percent to 17 percent for women), to increase to 90 percent those adults who know whether their blood pressure is high, borderline or normal, to reduce the percentage of those adults classified as heavy drinkers from 10 percent to 8 percent, and to reduce the average cholesterol reading from 223 to 200. All of these factors are reasonable evaluation measures: A Mid-Course Review for the 1990 Health Objectives for the Nation shows that as a society we are making progress. Currently (1988), data from the Fitness Research Center shows that there are 10-23 percent smokers, 40-55 percent regular exercisers, 40-63 percent overweight men (greater than 110 percent), 25-65 percent overweight women (greater than 110 percent), 5-15 percent of adults who know their blood pressure, 3 percent of adults who drink more than 25 drinks per week, and 5-18 percent of adults who know their cholesterol level. The above results were obtained using a Health Risk Appraisal with nearly 250,000 employees in over 400 organizations. The variation in the percentages is related to the demographic composition of the workforce, including age, sex and education level. The employee services director could use these national, state, or local statistics when establishing goals for her/his program.

#### PRESENTING THE STRATEGIC PLAN

Once the interviews have been conducted and all decision-makers consulted, the next step is to present the strategic plan in a concise written format. The format should include at least the following sections:

Executive Summary Introduction

Mission

Program Components

- -Existing Programs
- -New Programs

Figure 3

#### Possible Evaluation Measures

**Process Objectives:** 

Compliance: percent of selected employees

participating

percent of employees who do not finish **Drop Outs:** 

after starting

Adherence: percent of employees achieving a

"high" attendance

Participation: percent of employees reporting some

utilization of program

percent of employees reporting an Awareness:

awareness of the program

Number of courses/bulletins/handouts made available to employees

**Outcome Objectives** 

Screening

Blood pressure

Measures:

Fitness level-submaxmial test

Flexibility and strength

assessment

Percent fat-skinfolds Body height/weight

SMC (cholesterol), HDL, LDL

Mortality/Morbidity

Risk:

Health Risk Appraisal-

percent employees in each behavior category; risk of

getting sick/dying

General Well-Being: Self-esteem

Job/family stress Job/life satisfaction

**Medical Measures:** 

Injuries

Clinic visits

Sick occurrences

Health Insurance Utilization (if self insured):

Charges

Diagnostic code (IDC)

Occurrence

Productivity:

Hourly rate

Efficiency—each worker gets a

daily efficiency rating Supervisor rating—including promotions, merit ratings Absenteeism (hours, #)

Tardiness (hours, #)

Turnover

Sick hours—paid, unpaid, number of occurrences Worker's compensation

(hours, #)

Paid disability hours

Employee complaints

**Efficacy:** 

Calculation of benefits or effectiveness (process and outcome objectives) per unit cost per treatment

**Implementation** 

Timetable

Evaluation

Budget

Future Developments

The total length of the strategic plan should be 8-12 pages. The primary section is the Executive Summary which should be no longer than 1½ pages: it is the one part most likely to be read. The executive summary states the purpose of the wellness program, what needs the program will satisfy and what benefits will accrue to the organization, including benefit-cost estimation. This strategic plan presentation has proven very effective in inducing top-level management to read the document. Of course, the major advantage to this process is that it gets everybody 'on board' regarding the primary purpose of the program and the justification of the program, prior to completing the proposal. Also, many managers feel a sense of ownership in the proposal if they were instrumental in formulating it.

In ES&R programs, as other programs within the organization, it is essential to establish, at the beginning, why the program is being conducted. Confusion can arise when various parts of a program are not synchronized. For example, in the absence of a strategic plan, a program could be run (by employee services) for the benefit of individual health behaviors or morale, while the program could be evaluated by top management according to decreased absenteeism and health care cost containment. This is, obviously, a situation where program success would be unlikely. This situation often arises when there are unclear goals and the program director is conducting the program for his/her justification ideals while the employee is participating for different reasons and top management is evaluating for a third set of goals. The role of the strategic plan is to coordinate and get agreement at the onset, and establish a justification for the program.

D. W. Edington, Ph.D., is professor and director of the Division of Physical Education at the University of Michigan. He also is director of the U-M Fitness Research Center and a research scientist in the School of Public Health. His specific interests are in the use of health and lifestyle promotion activities as strategies for health care cost containment, productivity, human resource development, and healthy organizations.

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# The Multi-Hatter: A Day In The Life

by Pamela A. Tober, editor

The following profiles 3 multihatters—their programs, their challenges and their insights.

Don Schneider

Manager of Employee Services

Western-Southern Life Insurance
Company
Cincinnati, Ohio
1,400 employees



#### ES&R Program:

Athletic programs, discount services, service awards, employee library, preretirement advisory program, employee and family death benefits.

#### ES&R Responsibilities:

Schneider is responsible for all of the above including arranging facilities, schedules, publicity and awards for the athletic program. He also acts as liaison between counselors and employees and organizes seminars for the preretirement advisory program in addition to managing the employee library and running the service award program.

#### **Personnel Responsibilites:**

Schneider teaches orientation programs, 10-hour general life insurance courses (offered six times a year) and insurance certification programs. These courses run in spurts.

Q: How much time do you spend on ES&R activities?

**A:** 30–35 hours a week.

## Q: How do your ES&R responsibilities interrelate?

A: Services, regardless of what they are, are usually thought of by employees as personnel-type services. Regardless of what service is offered, if employees like it, that will be a good reflection on personnel and vice versa. Employees think of these benefits in terms of the entire company.



## Q: What challenges do you face as a multi-hatter?

A: No matter what program or activity we offer, we won't please all the people all of the time. I try to please most of the people. Also, it is challenging to not be in a hurry all of the time, especially when dealing with suppliers. It is essential to evaluate products, weighing the pros and cons of each product before making a decision. Offer employees something they can't get on their own—something they can only get as an employee.

Q: What is your philosophy/ advice for overcoming the challenges faced by multi-hatters? A: Try to listen to what people have to say, do the best you can, make decisions after thorough investigation and live with them. Other tips:

- Remember the demographics of your workforce. Make sure there is something there for everyone.
- Ask people what types of programs they would like to have.
- Talk to many groups, not just the same people. Do this not only to get their opinions but also to include them in the decisionmaking.
- Welcome feedback.

#### **Ed Swain**

Personnel Manager/Paymaster/ Insurance Administrator/Employee Relations/Company Trainer/ Office Manager/Safety Coordinator

Merillat Industries Las Vegas, Nevada 85 employees

#### **ES&R Programs:**

Employee club, annual summer picnic, Thanksgiving dinner for entire facility, Christmas dinner dance, monthly catered luncheons, discount programs, President club, softball teams, racquetball league, table tennis tournaments, bingo, safety program.

#### **ES&R** Responsibilities:

Ed Swain is the employee club. He is a one-man department responsible for all of the above company programs. Besides planning and scheduling, Swain does the serving for the employee Thanksgiving dinner and for the monthly luncheons and also coaches the softball team.

#### Personnel Responsibilities:

Checking attendance begins his day, followed by phone calls to see if sick employees need transportation to a

doctor. He conducts safety checks each morning, handles payroll on a daily basis, serves as a representative for nine other companies to negotiate health cost-containment programs at area hospitals, coordinates office work flow, conducts an on-going revolving training program, and provides employee counseling.

## Q: How much time do you spend on ES&R activities?

**A:** 20–25 hours a week.

## Q: How do your ES&R responsibilities and your personnel position interrelate?

A: They are extremely intertwined and become very beneficial to each other. When people become personally involved with me, a bond is created between me and our employees. They feel free to come to me with problems—and feeling comfortable with me is a tremendous asset to my job because it gives the company an increased opportunity to better evaluate employees. Interaction enables a personnel manager to see the total person. It also makes employees feel more comfortable in applying for promotions. Overall, this creates a greater avenue of communication.

## Q: What challenges do you face as an ES&R multi-hatter?

A: The primary challenge is twofold. Walking that fine line between management and employees is my ultimate responsibility, and although I am part of management, it is my duty to support, defend and make certain the employee's point of view is communicated. Personnel managers should feel free to forcefully stand behind employees, even against management when the employee is right. The challenge is to serve both masters equally well. An outstanding personnel manager must be an expert at negotiating—the consummate arbitrator.

The greatest challenge I face is maintaining and, hopefully, increasing employee benefits without increasing expenses, which is what employee services really is.

#### Q: What is your philosophy/ advice for overcoming the challenges faced by multi-hatters?

A: I believe in following the "short course in human relations" which hangs over my desk. It is titled, "The Six Most Important Words in Human Relations:"

- 6-I admit I made a mistake
- 5-You did a good job
- 4—What is your opinion
- 3—If you please
- 2—Thank you
- 1-I (least important)

I have tried to live by this. The word "I" has no meaning in my job. We use "us." If you keep that in mind, it can be one of your greatest assets. Other tips:

- You must always have an open door.
- Always be a good listener.
- Never betray a confidence.
- There is no such thing as can't— It's just a matter of when.
- There is no such thing as a problem that can't be solved.
- Maintain a positive attitude.
- Keep in mind employee services is a vital function. It's second only to employee safety and quality of product. There are no jobs without these two elements. I find that the greatest personal reward is helping others and we do just that through employee services and recreation.

#### **Beth Comarow**

Insurance/Employee Services Specialist

Martin Marietta
Information and Communications
Systems, Air Traffic Control
Division
Washington, D.C.
664 employees

#### **ES Programs:**

Film developing, membership to a large discount store (Macro), United Buying Service (discount cars and furniture services), nearby computer software discount, employee assistance program, credit union membership, wellness courses, service and award program.



Gloria Conway-Jones, left, meets with Beth Comarow, two multi-hatters, at Martin Marietta, Washington D.C.

#### **Recreation Programs:**

Division picnic, Las Vegas Night, Crab Feast, aerobic classes, volley ball, softball, basketball and flag football.

#### **ES&R** Responsibilities:

Comarow is responsible for all of the employee services programs above. Recreation responsibilities are handled by Gloria Conway-Jones, another multi-hatter who also is involved with community services, a cultural/education gift matching program, a car pool program and is editor of the division Newsletter.

#### **Personnel Responsibilites:**

Comarow's primary responsibility is administering all aspects of a dozen insurance plans to employees. Employee communication, problem solving and billing and audits are included in her position. She also serves as a liaison between insurance companies, corporate headquarters and employees. In addition Comarow orientates new employees in terms of insurance and runs a yearly open enrollment that gives employees the option of changing their insurance plans. She also writes insurance and employee services-related articles for the division newsletter and is coordinator of the employee handbook.

## Q: How much time do you spend on ES activities?

A: Four to six hours a week.

## Q: How do your ES responsibilities and your personnel position interrelate?

A: There is a definite overlap between the two in my work. For example, if I am discussing medical insurance coverage with an employee, s/he could begin to talk about other stresses. I then refer them to our EAP program. When people start talking about one thing, if you keep a "heads up" attitude, you can often end up helping them with a related or even unrelated issue.

## **Q:** How does ES enhance your primary position?

A: The more hats you wear the more diverse you can be. Such diversity helps you to get to know your employees and establish a broader relationship with them. ES can enhance your primary position because it lets people know you are capable of a variety of tasks and wearing a lot of hats opens you to many opportunities. The variety of ES tasks also keeps my work interesting. With a shifting workload,

"The main challenge is being able to switch gears carefully, logically, quickly, and at any time.

I can determine my own fate—Will I work on something fun for employees or will I develop a way to explain a complex insurance issue?

## Q: What challenges do you face as an ES&R multi-hatter?

A: The main challenge is being able to switch gears carefully, logically, quickly, and at any time.

#### Q: What is your philosophy/ advice for overcoming the challenges faced by multi-hatters?

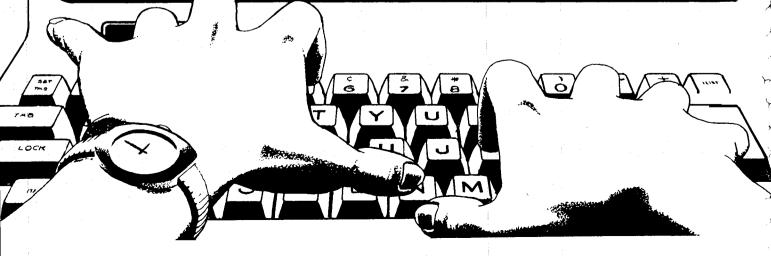
A: It is important to know your priorities and deadlines. My philosophy is to aim for the highest quality possible at all times. Other tips:

- Sit back and get a perspective by looking at your job as an opportunity for freedom rather than being overwhelmed by too many diverse tasks.
- Be proactive, not reactive.
- Take advantage of the opportunities to choose what you'll work on and when. After I attend to employee calls and visits, and top priorities, and deadlines and crises, I have the freedom to plan what I will work on.
- Get organized—keep your files separate so that switching from one hat to the other won't be confusing. Keep a running list of what you need to do; you'll be shifting gears all the time. I don't use a complicated time management system, instead I use an  $8\frac{1}{2} \times 11$  spiral notebook and write down everything I need to do and its outcome. That way, I have a log of everthing I've done including important conversations. I never throw away the notebooks.
- Know yourself and how best to schedule your days. Just as my tasks vary from day-to-day, I also vary from day-to-day.

# COMPUTER APPLICATIONS IN EMPLOYEE SERVICES:

HARDWARE, SOFTWARE, AND HOW TO SELECT IT

by Jeff A. Stuyt



mployee services are being computerized at an ever increasing rate. Many routine tasks that require lots of manpower and keep you from doing the more creative things in life can now be done by a machine, no matter how intimidating that may sound. Now that small computers have started to really proliferate, specific leisure program management software programs are being marketed to let you get the most out of your investment in a MacIntosh, IBM-clone, CP/M system, terminal connection to a mainframe or whatever it may be.

In this article, we will cover some of the more recent developments that may be of use to you, including:

- changes in the availability of computers
- applications you can use
- computers suitable for small company programs
- comparison of cost and availability
- renting versus buying versus leasing
- how to obtain software
- what to ask yourself and others before computerizing

#### COMPUTERS: A DOMINANT CHANGE FACTOR IN EMPLOYEE RECREATION AND LEISURE SERVICES?

The decreasing price of computers, especially microcomputers (roughly priced under \$10,000) and their increased speed, memory size, and applications have allowed many leisure professionals to use them for all sorts of routine tasks. We no longer distinguish among computer classes by memory size, since the price of memory chips has gone way down compared to ten years ago. What counts these days is how fast they run (clock speed and other factors), how much random access and read only memory (RAM and ROM) they have, but most importantly, what programs they are capable of running. Unfortunately, few standards have emerged so far, which means that a disk file created on an Apple II cannot be read by an IBM, and a MacIntosh disk will not fit into the drives of most MS-DOS systems.

Improved computer training at high schools and colleges has started to prepare a generation of graduates who are computer literate and feel at ease with applying the computer to a variety of tasks, including:

- Word processing
- Mailing lists and other customized applications
- Budgeting and cost analysis
- Registration of program participants
- Reservation of facilities
- Scheduling of tournaments and leagues
- Accounts payable and receivable

- Inventory maintenance and automatic reordering of supplies
- Maintenance of facilities and equipment (a must for liability)
- Employee records, payroll, and scheduling
- Keeping files on program participants' interests and needs
- Facility design with CAD/L and CADD
- Club management, including membership
- Proshop and equipment rental management
- Restaurant and hotel management
- Production of fliers, newsletters, brochures, reports, etc.

## QUESTIONS YOU SHOULD ASK YOURSELF BEFORE COMPUTERIZING?

- Which monotonous tasks lend themselves to automation?
- What are the costs of change, what are the benefits?
- How can I justify this expenditure?
- What is it I want the computer to do? (Determine objectives first, then specific tasks.)
- Why should the computer assist us? (Lower cost, greater reliability, less time, better results, or all of the above.)
- Do I have the proper physical environment?
   (Space, temperature and climate control requirements, furniture, safe power supply, etc.)
- Who will be running the new equipment?
   (Manpower availability, resistance to computers, fear of computers, changes in authority structure.)
- How will the system be paid for? (Finances and time spent.)
- When should the new system be up and running?
   (Calculate transition period necessary, training of personnel, installation required.)

#### Steps to consider when selecting software:

- Find the software combination that is capable of doing what you need, at the time and cost saving you specified.
- Can you (or the operator-to-be) easily learn how to use this software? (Insist that the vendor allow you to 'play around with it' for quite a while.)
- Are user support and good manuals provided?
- Do the software programs allow you to meet future needs?
- Do the manufacturer and vendor have a good reputation?
- Will future upgrades to the program be available at

low cost; will they be announced to all registered users?

#### Questions to ask when selecting hardware:

- Is the computer you want compatible with the programs you selected?
- Are the operating systems compatible with the programs you selected?
- Is the memory size large enough to handle your applications?
- Do you really need a color monitor, or is B&W sufficient?
- What storage devices will be required to run your programs efficiently: floppy disks (which size?), hard disk, tape backup?
- Are the input devices compatible with your applications: keyboard (numeric keypad for fast entry of numbers?), mouse, digitizer, Koala Pad, etc.
- Are the output devices compatible with your applications: monitor; printer (dot-matrix; ink-jet; daisy-wheel; laser); plotter, etc.

## COMMON PROBLEMS WITH AUTOMATION

Corporate buying policy may force you to purchase certain brands or types of computers: they set the standards for the entire company.

Solution: in an RFP, specify the computer of your choice as a word processor and buy only word processing software for it. Later on, buy the other software. If compatibility is a problem, suggest networking through Ethernet, Phonenet, UNIX, etc. This will allow a variety of different brands and types to communicate.

Service contracts: a good thing to consider, especially in a RFP or budget. Users can perform some of the basic maintenance and simple repairs themselves, and your company may already have a service department.

Hardware service may include a maintenance contract for a number of years and the option to get a loaner in case of trouble. This may be important if one or more of your applications are vital and needed on a daily basis, such as reservations. Standard service contracts will often not cover components prone to failure, such as add-on boards and monitors. Find out what would void your warranty: installing add-on boards or cards? Opening the computer housing? Get a diagnostic disk with your computer that will point out hardware problems just by running it on time.

Software service may be available through a toll-free number for a limited period after purchase. If advice is good, this may save your day when a glitch occurs. Example of excellent service: MicroSoft Corp. (Word, Works, etc.)

## SMALLER COMPUTERS REPLACE LARGER ONES?

First of all, the so-called microcomputer offers more flexibility and independence than his larger cousins: whereas you may depend on a company's priority system that reserves you a 5-7PM time slot on the large computer for recreation scheduling, with a small system you can turn it on anytime you want to.

Secondly, end-users require less training time, especially on systems that have an intuitive interface or user-friendly operating system. For example, the expression: XCOPY A:\*.\*B:/2 [RETURN] makes a backup copy of a certain IBM program disk. On a MacIntosh, the same is accomplished by a simple hand movement on an accessory called a mouse that rolls an on-screen symbol of one disk toward another. Spelling errors thus quickly become a thing of the past.

Maintenance is also generally reduced with state-ofthe-art, large-scale integration hardware, and these computers will require less time 'in the shop' than do their more complex cousins. This means that your downtime can be reduced significantly, and you don't have to rely that heavily on standby systems.

Modifications in existing configurations and software applications are accomplished much easier than on a larger system that serves many other users. For example, if your large-computer programmer has graciously provided you with a course registration routine that took him a week to write and debug (eliminate errors), he will be less gracious if you ask him to modify that program once a month. The same program that would run on a small computer system is likely to have been written in a language that makes customizing a lot easier, provided the vendor is willing to cooperate.

## AVAILABILITY AND COST OF HARDWARE/SOFTWARE?

Price seems to be the bottom line for many of us; but be careful not to base purchasing decisions on price alone: get decent support, service, training, etc. You can pay now for that reassurance of reliability, or suffer later when the same service may be no longer available or reduced. Example: plug-in boards to upgrade the MacIntosh 512K to a MacPlus are being phased out, leaving owners of the former in the cold if they don't find out about it on time.

#### Some of the most recent developments to consider:

- IBM has announced its new computer line: PS/2; Apple now makes only MacPlus, Mac SE and Mac II (dropped older models). This does not mean that the new machines are necessarily better: companies have to sell to stay in business.
- A computer based on the familiar '80286' chip may

## Some of the bestselling computers & programs

#### Computers:

MacIntosh: Plus: SE: and II

IBM: PS/2, Models 25 through 80 / IBM-compatibles, e.g. Zenith, Tandy, and Compaq

Software programs (just a sampling):

Alternative Computer Services, Schaumburg, IL: Club-Club and hospital management:

Club Data Corp., Eden Prairie, MN: Club data software

CSI Software, Houston, TX HandiComp, Inc., Jenison, MI

Broderbund, San Rafael, CA: PrintShop Design, fliers, etc.:

Dynamic Graphics, Peoria, IL: Desk Top Art: Sports 1

Microfit, Inc., Rio del Mar, CA **Exercise machines:** 

Myotech, Inc., Glen Mills, PA Precor, USA, Bothel, WA

Total Fitness Products, Inc., New Bedford, MA

Healthtech Corp., Oakton, VA JennWare Corp., Joliet, IL Fitness program management:

Club Systems, Houston, TX

Invoicing, EFT: Persimmon Software, Mobile, AL Intramurals:

AutoDesk, Inc., Sausolito, CA: CADD: general Computer-assisted design:

applications

LandCADD, Franktown, CO: LandCADD: outdoor

applications

Market Computing, Huntington Beach, CA: various Leisure management software:

programs

Leisure needs assessment: Leisure Dynamics, Colo. Sprs., CO: Leisurescope

MicroSoft Corp., WA: Project Project management: Apple Corp., CA: MacProject

Sports scheduling: Advantage Information Management Service, Phoenix,

Pacific Technology Systems, Rockville, MD Sports templates for AppleWorks:

K-12 MicroMedia, Ramsey, NJ

AY/DecisionAide. Phoenix, AZ: various management **Urban recreation:** 

Foresight Solutions, Lawrence, KS: Program registration

Market Computing, Huntington Beach, ČA: various

programs

be powerful enough for your purposes, and it is not necessary to jump on the bandwagon.

New computer designs may not be compatible with existing applications, or only become so after a few years, which is yet another argument for staying with what is popular now, rather than trying to outrun everybody else.

Very important: the best way to select a computer is to first determine the types of applications you want to use it for. Next, choose the operating system and application software. Finally, the PC hardware can be chosen, based on its ability to run the software.

A problem with our professional field is that we lag in development of software that is unique for our needs; therefore, buying "last year's models" has its advantages: they often have a proven track record; there will be a better selection of specific software.

#### Computer trends that make the news right now:

- Multi-tasking (running several tasks as the same time, for example, printing a report while you are changing the budget on the screen)
- Multi-user capabilities: several computer users

accessing the same database and programs, for example, you and four of your colleagues are hooked up to a network of which the 'brain' holds the employee and activity files.

- Windowing: division of your computer screen into segments, each showing parts of a different application, for example, an address list and a letter you are composing for those same people.
- More power, speed, e.g. calculating a huge tenyear budget projection for your fitness center in ten minutes rather than the four hours it took on a Radio Shack Model I in 1978 or the four days it takes to do it all by hand.

Buying clones (good imitations of, for example, the IBM-PC) may be a smart move, since it saves money. The possible drawback is that quality and features vary widely from one clone to the next. Compatibility of applications is also important: that league registration program written for a Zenith may not work on a Compaq because the screen graphics commands are slightly different. Laptop (portable) computers with plasma and LED screens are expensive right now. If you have the money, consider a GRID, Compaq, or Zenith model.

#### **HOW TO OBTAIN SOFTWARE**

#### Types of available software:

- Pre-packaged programs, general business: a spreadsheet that does automatic recalculation of budgets when you change one or two entries.
- Pre-packaged programs, leisure services—specific: a Tennis Draw or a Bowling Tournament program.
- Shareware: pay for it when you like it. This is an arrangement set up by often amateur software authors who derive a part-time income from the revenues of, say, a communications package that they wrote on Saturday nights.
- Public domain: copy it at no charge, but don't sell it. Often useful routines that assist with the management of disks and larger programs.
- User-developed, obtained from colleagues: smart move, because it was written during their time, not yours. On the other hand, they might ask if you have something to trade.
- User-developed, write-it-yourself: don't, unless you
  have done so extensively before or can employ a
  whiz-kid who loves to solve computer problems for
  minimum wages. This option is very timeconsuming, and fatal errors may not be discovered
  until much later.

#### LEASE, RENT, OR BUY

Despite the decreasing prices of computers, many people are still reluctant to buy a computer for their employee services program. Small companies may be unable to justify the expense, and large ones may want the flexibility of a leasing contract that allows them to trade for the latest models.

But there are alternatives: if you lease or rent, you will not deplete cash resources or risk obsolescence. If liquidity is important to you, straight purchase may not be advisable. Leasing does not require a downpayment, whereas traditional financing may require a 20% deposit. Also, payments are fixed, whereas payments on a purchase may float with interest rates.

Leasing also has tax advantages (1968 Tax Reform Act), which has limited the ITC or Investment Tax Credit. For small and medium-sized companies, the cost of leasing will remain pretty much the same this year. Leasing also may allow you to add on additional accessories as needed, expanding the existing contract by signing an add-on schedule.

Think of renting as only a short-term solution, not to replace either purchasing or leasing. Renting may be a good way to experiment with equipment you are considering acquiring, get it in your shop for a week or a month, and see how you like it. Combine this with a demo-version or rental copy of the software you are interested in, and you will not make commitments before their time! Make sure that your contract specifies the desired rental period and starting dates (hookups may take longer than you think) and clarify liability issues. Who is held responsible, for instance, if a fire destroys the rented equipment?

#### **FURTHER ASSISTANCE**

When you want to keep up with the latest developments in computer applications, you have a few options:

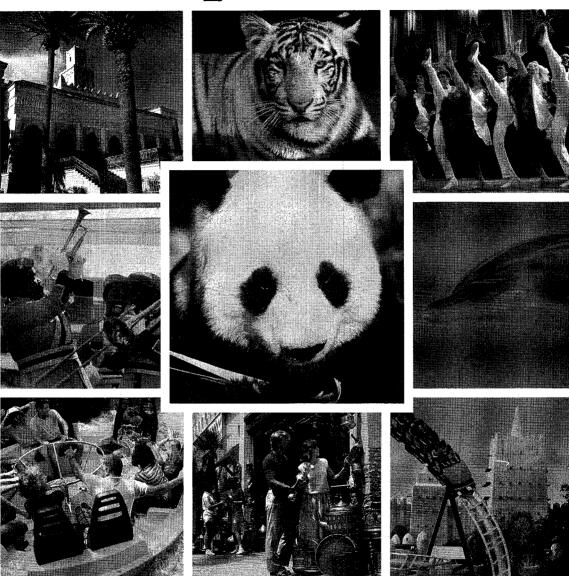
- Attend meetings and professional conferences that include sessions on computer use. Often, they will have hands-on sessions that allow you to get a feel for what is out there and how it may be able to help you.
- Take a computer course at a local college or through continuing education. Make sure to sign up for something you can use, for instance: Small Business Applications, rather than Advanced Fortran Programming.
- Subscribe to computer magazines for information on general developments, or to our publication *Computer Update* for specifics in the area of leisure services applications. (write to 2220 17th Street, Lubbock, TX 79409 for a sample copy, or call me at 806/742-3335). From the same source is available a booklet called *Computer Hints for Leisure Services*, that contains a summary of advice for beginners and advanced users.

Finally: don't let computerization get you down. These machines are your 20th century slaves, waiting patiently for your next command, and they aren't unionized—yet!

<u>&</u>

Jeff Stuyt is an associate professor in the department of HPER at Texas Tech University in Lubbock. His special interests include computer applications and therapeutic recreation.

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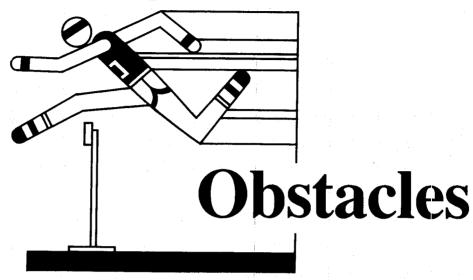
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See us in Booth 404 at the NESRA Exhibit

## Overcoming



## Initiating an Employee Activities Program

by Christine Hutchinson

THE SETTING:

A conservative Northeastern University and Medical

Center

**EMPLOYEE POPULATION:** 

9000

**CORPORATE CULTURE:** 

"Our resources are dedicated to education and health

care; employee perks are nice but not necessary."

**FINANCIAL STATUS:** 

Not-for-Profit

What did it take to get an Employee Activities Program started in this organization? It took some realistic recognition of major obstacles and an interest in finding ways to overcome them.

Herein lie some of the "stickiest" challenges one would ever have to face in initiating an activities program. Whether you're at a nonprofit (or a very profitable) organization, you may benefit from some of the approaches we turned to out of necessity. If universities, colleges, hospitals, and volunteer organizations can figure out how to plan, implement, and maintain a

successful activities program, anyone can. And we may lead the field in strategy as budget butchers start slashing away at the expendable expenses . . . ours.

Most likely, if you are reading this you are already a NESRA member. Why not draw in some new member or assist a fledgling one by exploring with him/her all the options available to help him/her to succeed.

First, take at least one hard worker (HW) who believes in the worth of employee service programs.

Second, sign up HW in the local NESRA chapter to learn how to go about these things.

Third, keep someone close by to grasp HW by the shoulders occasionally and say, "Hey, you can't let that get you down. Try something else."

#### **BACKGROUND**

Many company Employee Services programs are grouped differently. For purposes of clarification, let the record show that the University of Rochester had established staff recognition and awards programs some thirty-five years ago; and an athletic facility was in existence for staff, faculty, and students as well.

We set out to start (through the personnel department) a program of recreational activities such as special events, trips, discount tickets, admissions to theatres, plays, and community activities. We wanted to create more of a community feeling, to foster a spirit of participation and allow people to know one another on different levels by getting together outside the workplace. We also wanted funding for a part-time coordinator to develop and implement this program. We felt our new employee activities program should serve as a low-cost, highparticipation, positive employee

relations program. We were very idealistic.

It's easy to talk about ideals. It's hard to put them into action without funding. And a wise administration will prohibit funding if it's not necessary or if the right people don't approve it. So your strategy may be more complex and your process may take longer than you think. Look upon it as a valuable learning experience—as you should any new project that allows you to conquer unknown territory.

It was 1983. Chuck Eckert had just begun the RARES chapter and opportunities were suddenly available to gain access to the network and information we needed. The University of Rochester was the third largest employer in Rochester. Kodak and Xerox had the lead. And although we didn't even try to match salaries against those two giants of the business world, we did pride ourselves on our benefits package. And employee service programs were

made to enhance one's work life, to improve morale, and reduce turnover. This fit nicely with our spirit.

The summer prior to this we had taken free discount coupons from a local amusement park and passed them out to eager employees. The popular response seemed to indicate the time was ripe for the start of something more. What followed is outlined below. To provide the pertinent information, a question and answer format is being used for your easy reference later on and so the ideas will stand out because (who knows?), you may be asked, or be asking, these questions yourself at some point.

We presented the idea of an Employee Activities Program to our administration in a memo and asked for discussion. The administration (A) confronted us with some challenges and we, in the Personnel Department (P), responded in the following fashion:

A: How do you justify the existence of such a program?

P: We had compiled our goals. (The first step is always to get others to "buy into" your goals.) We talked to other companies that were doing it, listed the benefits, the positive feedback and all the good to be gained from such a program and presented research from NESRA showing absenteeism and turnover were reduced and morale was enhanced. Productivity can be increased, too-especially with fitness programs. We cited the trends and the reasons for them. These programs are the answers to meeting people's needs as social beings in the workplace.

A: How do you know if employees will be responsive to an Activities Program?

P: To test the hypothesis that employees would be interested, students from The Graduate School of Management (now The Simon School) performed a market study.

(They receive academic credit for projects of this nature.) The report concluded that the environment was appropriate and the staff and faculty were receptive. The respondents were aware that these programs existed elsewhere and wanted their employer to follow suit.

A: What you offer must appeal to a wide spectrum of tastes to suit our diverse population.

P: This was the fun part. We formed an advisory committee on visible people representing large departments. After hashing out many ideas and suggestions we chose some theatres, amusement parks, discount coupon books, and special events such as a University of Rochester night at a new playhouse with a gourmet dinner. We ran a Buffalo Bill's football game excursion and a winery tour through the most scenic hills and lakes of New York State. Proposals were written for everything and submitted for approval. (In retrospect it would have been wiser to have the advisory committee be a

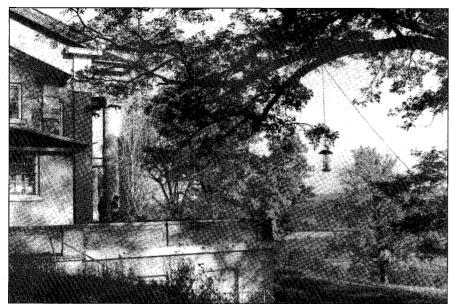
working committee as well, but they may not have been so willing to participate if it had been set up differently at that time.)

A: Accessibility is limited. You can't reach enough people without central locations from which to distribute tickets and information. (The university is very spread out geographically.)

P: We proposed nine offices as distribution sites and contacted and met with their representatives to discuss their willingness to take on this additional responsibility. Every major area of the university was included.

A: How do you plan to promote the program? Nothing can be posted on the walls, per policy. Furthermore, nothing may go out to departments without being identified as a University of Rochester offering. We do not allow vendors to solicit here.

P: We located department bulletin boards and put up some of our own,



This 1838 Greek Revival mansion—now converted to Chateau Esperanza Winery—was one of the points of interest on the Employee Activities Fall Foliage Winery Tour. A group of University of Rochester staff members roamed the vineyard at Bully Hill, lunched at a lakeside inn and tasted wine while enjoying the 21-mile view of Keuka Lake from the veranda above.

developed a mailing list, wrote articles for every in-house publication that could accept them. We asked vendors to supply large posters and hundreds of small flyers that we put in every mail box in our post office. We also supplied the vendors with our University seal and department identification which they applied to all printed material. (They were very cooperative and willing to assist in complying with our guidelines.)

At this point let's take a break from the questions and answers to let you catch up. The program had been running successfully for about eight or nine months. It was growing slowly, but steadily, in popularity. People were beginning to discover what we were offering and all our feedback was positive.

A: STOP. We're adding a new goal to the program. Budget cuts are forcing a re-evaluation of our funding and we must disband efforts toward this new venture unless you can guarantee that it will be self-supporting. You must come up with ways to make it pay for itself.

P: This new objective of becoming self-supporting was the toughest challenge to deal with. This caused us to turn our thinking around and focus on: 1) how to increase participation, 2) how to increase exposure, and 3) how to find a means of raising funds. We were able to follow through on many of the ideas we came up with during this critical time.

To increase participation we decided to double the number of programs. Then we approached the student activities and alumni activities people to see how we might combine efforts and work together to offer a greater number of programs. We also came up with ideas for a couple of major fundraisers. To increase exposure we decided to design a brochure. Of course, no money could be spent, so we again chose to utilize students. A graphic design class created the art work and did the mechanicals. We only had to pay for the cost of the materials which amounted to about \$25.00, and they did a beautiful job.

We decided to have a logo contest to generate enthusiasm and let people at the University participate in the creation of this new program. Then, we went to our in-house publication and asked for publicity. They replied with a front, full page story with photos. They also assisted us in art work for many of the flyers and smaller promotional ideas. We found how a program "looks" makes a big difference.

A few other ideas were thought of as possibilities only. One was researching grants. Another was proposing that we fund the program through a fringe benefit account or charge a service fee for usage. The most reliable and steady small income came from tacking additional charges onto each ticket that we sold. We wanted our discount to be one of good value to the employees, but we also needed to make 25 or 50 cents per ticket in order to cover our expenses. We anticipated much more negative feedback on this than we received after having to occasionally print the purchase price on tickets while people were paying an additional charge and asking why. But, for the most part it went unnoticed. We charted our progress and found that we were steadily bringing in more and more funds as each season went by. This was enough to pacify administration. They could see that we were on our way toward achieving our objective of becoming a self supporting program. NESRA and RARES offered many other suggestions. Of these ideas we selected ones that were custom-tailored to our program and our institution.

A: The auditors are unable to track your records, your receipts, your site reports, your sales, and your payments to vendors. Create an accounting system that works.

P: It had gotten to be too much for us, too. We analyzed the success of each site based on the volume of sales, ability to promote, and efficiency of operation. We met again. (Problems like these can't be solved without many meetings).

We called on our accounting department for some professional assistance, and reviewed and streamlined the whole system. We developed new procedures and taught them to the distribution sites. We worked out more bugs (as we were doing all along). Three sites were eventually dropped because they had

little or no activity and/or too many errors. Finally, reports were possible.

We decided, in addition, to drop activities that were not as popular as we had originally thought. We also concentrated on a few large, well-run sites to support all programs we were promoting, and on the smaller sites to do fewer programs. The following summer was our biggest season yet. However, complications arose due to the enormous increase in volume. We actually faced a loss in funds due to the fact that our new accounting system took more hours in a week than we had to track it. We researched what other companies were doing through our network in RARES and found that our method for recording data was far too antiquated for the volume that we handled. At this point a proposal was written to computerize the Activities Program. We had to further streamline and coordinate the myriad of activities and tracking of receipts that went along with the selling of many thousands of tickets.

A: This computer looks like a good idea but it must be purchased out of your current budget (meaning money we brought in).

P: Well, we were going to be selfsupporting but we weren't yet. The justification originally written had only shown the desperate need for computerization of the activities program. This needed to be revised to show how much money we were losing in time and effort on the part of the coordinator, the students, and people working at the sites. We compiled a detailed breakdown, choosing the type of computer and software and resources that we would use, how much time and money we would save, how much of a discount we would get with the Campus Store, where we would put it and the steps for implementing full usage. In addition, we pointed out from where in our budget the funds were available to make this purchase. We had actually raised the money at this point. Now we wanted to see it put

to good use: allowing the program to grow and expand. (I am presently learning how to use my new computer).

It has been very satisfying to realize what we were working against when, in reality, this tough administration was teaching us how to survive. They were teaching us to recognize, with some reality therapy, that a program that is not proving itself (cost effectivenss is the most visible proof) is really expendable. They were also testing our strengths and the sincerity of our effort. They made us think-so that we were not undermined by the system but knew exactly where we were going and how to handle all the obstacles that were put in our path. This was one University's experience. One that we will never forget.

Christine Hutchinson is personnel representative, employee activities, University of Rochester, Rochester, New York.

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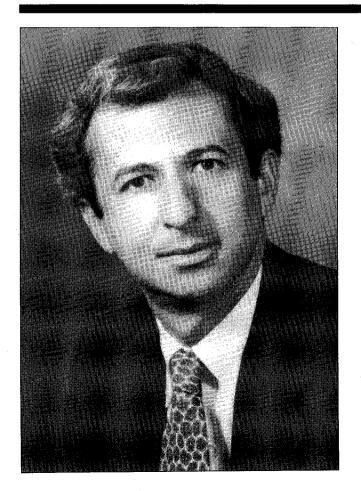
# CONFERENCE PREVIEW: 1988 Speaker Highlights

by Pamela A. Tober, editor

The 47th Annual Conference and Exhibit will be an exhilarating experience for attendees wishing to spark their creativity and return to their companies with the tools needed to implement newfound ideas. Hands-on experience will be gained through demonstrations, consultations, presentations and simulations regarding daily challenges and responsibilities definitive of the ES&R manager.

Topics in general sessions, workshops and panel discussions will address a spectrum of information, from the fundamentals of the field to the innovations in ES&R.

Below, ESM highlights four of this year's speaker line-up.



There is a revolution taking place in the culture of the American corporation. Tomorrow's excellent company will not be one of high control or command, but of consensus and creativity. Competitive advantage will be held by the firm that develops a culture in which behavior leading to high productivity and quality are habitual.

It is the responsibility of the leader to define the vision of tomorrow's culture. In order to lead, the manager must have a positive vision that creates human energy and dedication.

—Larry Miller

#### **VISIONS OF A NEW CORPORATE CULTURE**

What is the prescription for raising morale and productivity? Larry Miller will define a vision of the

emerging high-commitment culture and its principles and applications of purpose, consensus, unity, performance, excellence, empiricism, intimacy and integrity.

"Employee services and recreation managers are an integral component of the corporate culture and their efforts are instrumental in developing this cultural transition," Miller said.

This session will enable you to define your own vision and involve your management and employees in the development of action plans to realize that vision.

As president of L. M. Miller & Company, a training and consulting firm specializing in improving productivity, work quality and the quality of work life, Larry Miller has assisted in improvement efforts at dozens of major corporations over the past 14 years. He began his work in the prisons of North Carolina, where he established a free economy within prison walls, an effort that simulated the real world, and rewarded each inmate according to his performance.

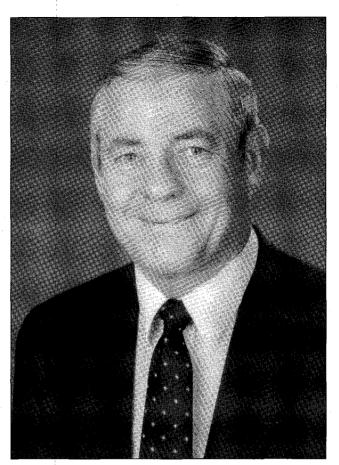
In addition, Miller is the author of Barbarians to Bureaucrats: Passages Through the Corporate Life Cycle, which has been praised by top corporate leaders for its explanation of business growth and decay, the human cultures which propel companies both up and down and what Miller defines as "The Life Cycle Curve." He is also the author of American Spirit, Visions of a New Corporate Culture, which In Search of Excellence's Tom Peters recommends as "an important landmark." It is acclaimed as being the most clear and inspiring statement yet made about the future of American management in which Miller defines the challenge of gaining the competitive advantage through people, today and in the future.

#### HIGH TECH—HIGH TOUCH

How do you react when you make a phone call and all you get is a recording? High technology in our lives is great, provided we don't have to sacrifice the personal high touch we expect in our interaction with others. How can we maintain this delicate balance in today's business world? What can the employee services and recreation manager do to ensure that employees don't get lost in the maze of technological gadgetry?

One fact is becoming more and more obvious. All the strategy and planning that takes place in major corporations is of little significance if front-line communication with members/customers is not sensitive and attuned to their needs. Usually, that front-line communication is not handled by corporate executives, but by employees hired especially to interact on an ongoing basis with customers. The success of a firm is determined primarily by the skill with which these employees perform their duties.

"The employee who sits in the boat with you will never bore holes in the boat," says Bob Gaylor. "In other words, if employees feel as if they are part of an



**Bob Gaylor** 

organization, they will work hard. It is very important that managers treat their employees well, because that will greatly affect how the employees treat the public and how well they do their jobs," he said.

Presented in a fashion filled with humor, realism and helpful examples, Bob Gaylor, management development specialist with USAA in San Antonio, Texas, will review necessary high-touch skills and a proven formula for ES&R managers to live by in their dealings with employees and management.

Gaylor, a recognized authority in promoting participative management, also conducts workshops and seminars in general areas of management and leadership.

## HUMOR: AN EFFECTIVE STRATEGY FOR SUCCESS

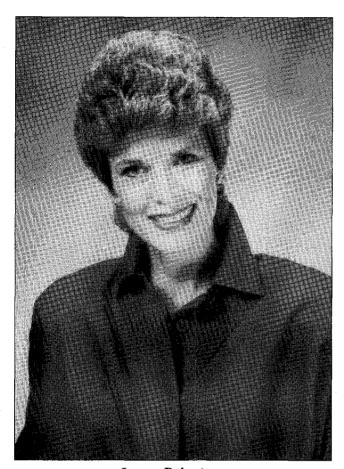
Dear Abby,

I'm a 13 year old girl who weighs 160, wears size 11 shoes and is 6 feet, 2 inches tall. What are my chances of being in a Miss America Pageant?—Jeanne

Dear Jeanne,

Forget it and develop a sense of humor.

Well, Jeanne Robertson became Miss North Carolina in the mid-60s and was a contestant in the Miss America Pageant. Above all, she did develop a sense of humor as she delivered



Jeanne Robertson

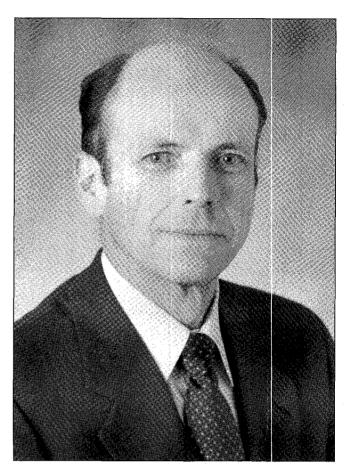
her speeches during her year as Miss North Carolina. After teaching physical education and coaching basketball in high school and college for nine years—Jeanne Robertson became a full-time professional humorist.

"Seeing the humor in everyday life is like finding a job. If you don't look for it, you won't find it. It is so important to be aware of the humor levels of people around you and then decide whom you will allow to influence your daily attitudes," she said. In her session, Robertson will inform and motivate attendees through humor and illustrate very definite points including the importance of humor when used on a daily basis in management. She will also present ways to develop a sense of humor that will work for you. Her message includes "accept the things we can't change. Laugh at ourselves and use humor to deal with stressful situations."

Quote magazine named Robertson as one of the "Ten Most Quotable Humorists in America" in 1984, along with such notables as Johnny Carson, Mark Russell and Erma Bombeck.

#### THE VALUE OF WELLNESS IN THE WORKPLACE

What does the future hold for corporate wellness? Judging by the enormous amount of progress made in the past and the fast-growing corporate awareness of the need for such programs, the future is full.



**Bruce Karrh** 

The workplace will continue to be a wonderful arena for the success of wellness programs. Because employees spend approximately one-third of their time at the company, the opportunity for the use of numerous communication methods is available to generate interest and participation. Of course, we are all aware of the farreaching benefits of successful wellness programs; however, the need for healthy, happy employees is being increasingly recognized as health-care costs decline and productivity increases.

Bruce Karrh, responsible for the operation of the medical, safety and occupational health and environmental affairs divisions of the employee relations department of Du Pont Company in Richmond, Virginia, will address trends in industrial wellness, the reasons for implementing programs in industry, the value of programs that reach all employees, and how to develop, maintain, sell and communicate a comprehensive wellness program.

Having be n a research manager for environmental sciences, a medical director, and a director of medical safety and fire protection and chairman of the environmental quality committee of the company, Karrh is knowledgeable regarding all aspects of wellness. In addition, he holds a Doctor of Medicine degree and practiced private medicine previous to his employment with Du Pont.

These are just a few of the many speakers and topics selected.

(See inside back cover for registration form.)

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## fitness/health update

## Connecting Employee Physical Exams with Wellness Programs

By: Larry S. Chapman, MPH

uestion: How can we link our health promotion program with preventive medical benefits in our health plan so they complement each other?

Answer: The growth of insurance coverage for preventive health care has been somewhat slow and erratic. Typically, preventive medical benefit provisions include coverage for well-child care, immunizations, and periodic physical exams for adults. The latter provision is obviously the most significant in terms of wellness programs.

Linking health promotion activities to physical examinations can increase the number of employees you reach and can make the examinations a better tool for disease prevention. The following are ways to connect the two:

• Conduct cholesterol education periodically to help employees understand why monitoring total cholesterol and high-density lipoprotein (HDL) ratios are important. Checking cholesterol levels periodically will help people monitor their progress.

#### **BENEFITS OF EXAM**

- Educate employees on how to get the most benefit from their physical exams and what tests make sense for their age and sex.
- Develop an agreement with external vendors to provide appropriate physical exams for individuals who don't have a personal physician.
  - Restructure preemployment phys-



ical exams so they cover items compatible with wellness programs, such as weight control, nutrition, blood pressure control, smoking cessation, stress reduction, back care, and substance abuse.

• Make sure employee physical exams include health-risk appraisals, setting health-enhancement objectives, fitness tests, and follow-up monitoring.

#### **MONITOR PROGRESS**

- Provide specific screening tests on a periodic basis at the worksite to augment physical exams and allow people to track their progress in selected areas. Such tests include total cholesterol, HDL ratio, triglycerides, blood pressure, blood sugar, hemoglobin, and spirometry.
- Give employees a wallet card listing screening tests and the diseases or medical conditions they detect.
  - Periodically remind health pro-

motion program participants of the need for physical exams at specified intervals.

- During health-risk appraisal evaluations, recommend specific types of screening tests appropriate for the individual's health-risk factors.
- Distribute a list of risk factors and the specific components of your program that address those risks to local physicians so they can recommend participation to their patients if it is appropriate. Include a list of suggested components for physical exams such as health-risk appraisals and fitness tests.

Typically, physicians who conduct or supervise periodic physical exams use a written protocol containing standard tests included in varying levels of physicals.

From the clinician's perspective, a test is worthwhile if it helps diagnose one positive case in 1,000 people tested. Employers, however, may want to use resources in a way that will benefit more employees instead of paying for 999 negative tests to find one positive case.

#### **SELECT TESTS**

The following criteria should be applied to determine whether a specific disease or medical condition should be tested for during a physical examination or health promotion program activity:

- The medical condition has a significant effect on quality and/or length of life.
- An acceptable method of treatment is available for the condition.
- It is detectable before symptoms appear.
- Early treatment of the disease produces better health.

## new members

- Valid and reliable tests are available for the disease.
- The cost for conducting the screening test is reasonable.
- The condition is relatively common for the specific age and sex of the individual to be screened.

#### **ANNUAL PHYSICAL**

Most clinical specialists concede that annual physicals for all age groups in a work force are not a wise use of resources. The emerging medical consensus is that specific tests for specific age groups on a periodic basis make more sense. The recommended frequency for periodic physical exams varies according to which expert you ask. The table below outlines some common recommendations.

Age	Frequency of Physical Exam
12 and under	Annual*
13-17	Every other year
18-39	Every five years
40-54	Every three years
55+	Annual
*Actual frequency varies	with child's age

The specific screening tests that make up a physical exam should be related to the individual's age, sex, and medical history. Lifestyle and health-risk factors including smoking, alcohol use, family heart disease history, rheumatic fever history, and obesity as disclosed by physical exams should be examined closely. The exams should be linked to selected facets of wellness programs through health-risk appraisals, wellness prescriptions, behavioral programs (such as weight control or smoking cessation), and incentives. Ideally, what happens during the physical exam should complement and reinforce what happens in the wellness program and vice versa.

Larry S. Chapman, MPH is president of Corporate Health Designs, Seattle, Washington.

This article is reprinted with permission from the November, 1986 issue of Employee Health & Fitness, published by American Health Consultants, 67 Peachtree Park Drive, Atlanta, GA 30309, 1-800-554-1032.

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Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

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**Tri-County Industrial Recreation Council**/Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

#### CONFERENCES & EXHIBITS

The 1988 NESRA Conference and Exhibit will be held May 11–15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

September 15–17, 1988. NESRA Region III Conference and Exhibit. Northfield Hilton Inn, Troy, Michigan. Contact Gary Roehl—(313) 496-5773.

September 22–25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

November 3-5, 1988. NESRA Region II Conference and Exhibit. Holiday Inn, Independence Mall, Philadelphia, Pennsylvania. Contact Jim Alexander—(609) 547-8284.

#### 47TH ANNUAL NESRA CONFERENCE AND EXHIBIT BUENA VISTA PALACE, LAKE BUENA VISTA MAY 11-15, 1988

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(Please Use Separate Form For Each Registrant)

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Is this your first National NESRA Confer-	ence?	Arrival Date	Departure	
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**IMPORTANT:** Please circle amount enclosed

	Prior to April 15, 1988	After April 15, 1988
Delegate-NESRA Member	\$275.00	\$300.00
Nonmember Delegate	\$295.00	\$320.00
Associate Member not Exhibiting	\$395.00	\$420.00
Commercial Attendee not Exhibiting	\$425.00	\$425.00
Spouse	\$140.00	\$150.00
Student	\$130.00	\$135.00
Retiree	\$ 75.00	\$ 75.00
*Continuing Education Program	\$100.00	\$100.00

\*The Continuing Education Program on Wednesday, May 11, 9 AM - 4 PM, will be "Implementing a No Smoking Policy in the Workplace." There is a separate registration fee of \$100 which is payable along with your conference fee.

Hotel accommodations are at the Buena Vista Palace. Daily rates are \$107.00 single or double. Look for further hotel details and reservation information with registration confirmation material. NESRA will maintain a list of attendees interested in sharing a room. If you are interested, please call NESRA Headquarters 312/562-8130.

Please include your check payable to NESRA. Advanced registration cannot be accepted without full payment in advance. Mail checks and registration form to: NESRA 2400 S. Downing, Westchester, IL 60153-5199.

Cancellation - Full registration will be refunded if cancellation is received postmarked not later than April 20, 1988. After this date, refund cannot be guaranteed.

Questions call: (312) 562-8130

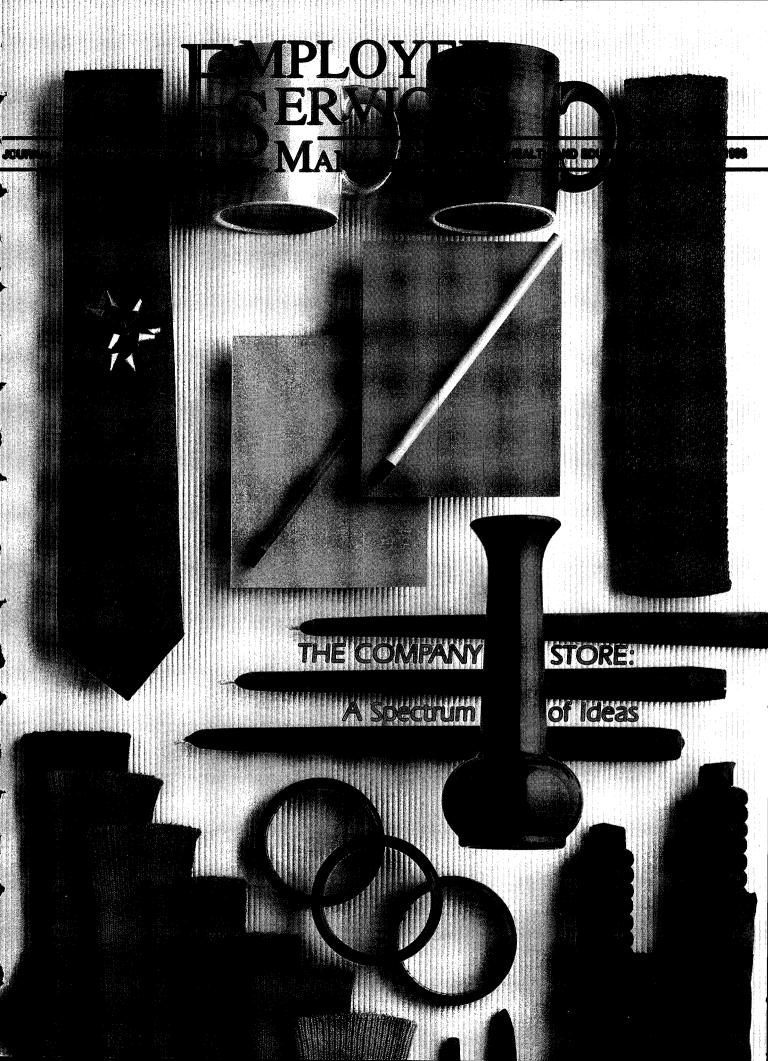


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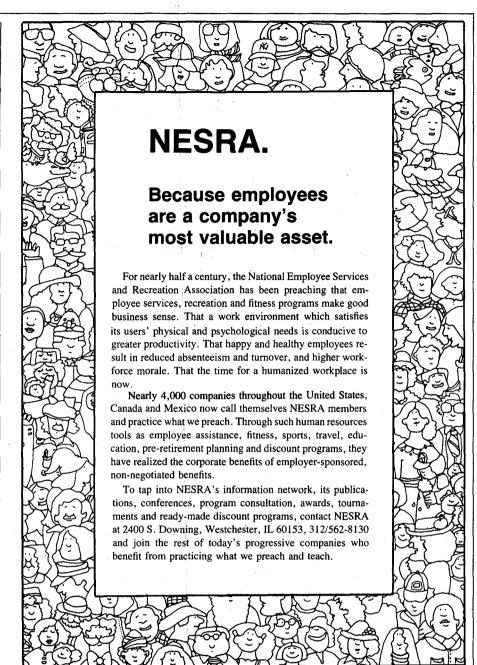
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fitness programs are essential to effective human resources management.



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#### In this issue

- Exploring the feasibility of providing your employees with a company store can be a challenge. It affords a convenience, a savings opportunity for the employee and is excellent for morale. Turn to this month's cover story, "The Company Store: A Spectrum of Items" for an overview of the main factors to consider as you develop your company store plan.
- The business environment has changed dramatically in the last twenty years. Management is required to make some difficult decisions to contain costs, yet maintain employee programs to attract good employees. The no- or low-cost discount program, used effectively, can be one tool to help achieve this goal. Read "Ring Up Savings: An Employee Survey" to see how one company with a limited staff evaluated its resources, developed options for a program, surveyed employees for feedback and then implemented a successful discount program.
- In addition, this month's ES&R Focus concludes our three-part series with an interview with Dick Wilsman, recreation director of Johnson Wax, Racine, Wisconsin. Turn to "The Full-Time Professional: A Day in the Life" for insights into his daily program responsibilities.
- Also in this issue, Fitness Coordinator Carl Gulbronson answers the question, "Are we reaching all of our employees with our fitness programs or are we just making the fit fitter?" Read this month's Viewpoint for details.
- Don't miss April's Fitness Health Update which previews "Implementing A No-Smoking Policy in the Workplace," a preconference workshop offered the first day of NESRA's 1988 Conference in Orlando. Also, take a look at the conference exhibitor list and floor plan on page 18. And, if you're interested in wellness programs, turn to the ESM Bulletin for results of a NESRA member survey.

#### ·Next issue

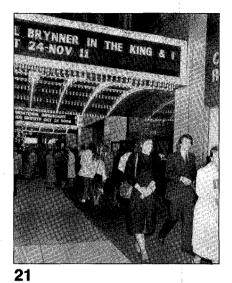
• RECREATION IS FITNESS IS WELLNESS IS EMPLOYEE SERVICES • ES&R MANAGERS AS FUTURISTS: ADDRESSING CHANGING EMPLOYEE NEEDS • THE CHALLENGES AND NEEDS OF VOLUNTEER-RUN ES&R PROGRAMS • PUTTING "SERVICE" IN EMPLOYEE SERVICES • NESRA'S 1988 EMPLOYER OF THE YEAR • DRAWING PROGRAMS

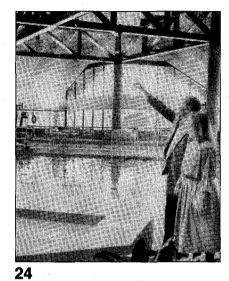
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# **APRIL** 1988

Volume 31, No. 3







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# NESRA

#### Services and Activities

#### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

#### Services and Activities

EMPLOYEE SERVICES MAN-AGEMENT—Published 10 times a year. A stimulating, useful, howto-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful

Periodicals—In addition to EM-PLOYEE SERVICES MANAGE-MENT, Keynotes, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops— NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports— NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

#### Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

# ESM bulletin

# Wellness Program Report

n January, 1988, NESRA surveyed its members about their wellness programs. A summary of the results follows:

- Of the 196 respondents, 137 (72.1 percent) have corporate wellness programs.
- The three most popular on-site programs are smoking cessation, blood pressure screening and weight reduction programs. Off-site, the three most common offerings are aerobic classes, fitness classes and fitness testing.
- Of those companies with programs, 10.9 percent have documented evidence regarding reduced absenteeism/turnover and increased morale/productivity due to their wellness programs, and 66.6 percent of those with documentation have the data available.
- When asked if employee health-care costs have been reduced as a result of their wellness program, 10.2 percent said yes, 10.2 percent said no and 79.6 percent said they didn't know.
- When asked if their company has cost-sharing for the employees who participate in the company's wellness program, 54.7 percent said yes.
- Members were also asked to write what their single most successful wellness program is and why. The most repeated answer was aerobics programs with their success mostly being attributed to time convenience and location. Fitness centers were the second most reported successful offering because of their inexpense and convenience for employees. Weight Watchers programs were reported the third most frequently attended because of group support and common interest.
- Almost 42 percent of respondents with wellness programs manage the entire program themselves, while almost 41 percent manage part of the program. Of those who are not involved in wellness, 24.8 percent have a staff person who is, while 14.6 percent do not.
- The average 1988 wellness budget based on 63 responses to the question is \$52,635.
- In over half (66.4 percent) of the respondents' companies, employees pay to participate in different programs and in 25.5 percent employees do not. Just over eight percent did not answer.
- The majority (77.2 percent) say their wellness programs are from zero- to five-years-old, with an even split of programs from zero- to two-years-old and from three- to five-years-old. Almost 19 percent say their programs are from six- to 10-years-old; 2.1 percent have 11- to 15-year-old programs and less than one percent have programs which are 16- or more-years-old.

#### **Wellness Programs**

The following programs are currently being offered by NESRA survey respondents. Call NESRA headquarters (312-562-8130) for member contacts regarding the wellness programs below.

**Aerobic Classes** 

**AIDS Education** 

Alcohol-Abuse Programs

**Aqua Aerobics** 

Aquatics

Bike Club

**Blood/Cholesterol Check** 

**Blood Drive** 

**Blood Pressure Screening** 

**Cancer Detection** 

City Racing Team

CPR

Crime Prevention

EAP

First Aid

**Fitness Awards** 

Fitness Classes/Testing

Fitness Room/Nautilus

Equipment

Health Fairs

Health Newsletter

Health Risk Appraisal

Healthy-Back-Course

Hearing, Vision and Breathing

Screenings

Jogging Club

**Lunchtime Seminars** 

Mammography and

Osteoporosis Screenings

Nutrition Programs/Screening

Self-Defense Courses

**Smoking Cessation** 

Sports

Stress Reduction/Relaxation

Sessions

**Swimming** 

Walking Club

Weight Reduction

YMCA/YWCA Membership

(% paid by company)

Yoga

- The average estimated percentage of employee participation in one or more programs is 28.1 percent, based on 109 responses to this question.
- Of the 137 companies with wellness programs, management supports those companies with wellness programs by providing funds for 76.6 percent of respondents, recognition for 58.4 percent, participation for 52.5 percent and letter writing for 21.3 percent. Other support included encouragement, financial reimbursement incentives, health-care cost-containment, committee support, consent for employee participation during work time, the use of corporate magazines and newsletters for promotions, and discount program availability.
- When asked if on-site fitness facilities are available, of all 143 respondents to this question (including those who do not have wellness programs), 56.9 percent (78) said they have on-site fitness facilities; 47.4 percent (65) do not.

# news in brief

#### Kids Stay After School

Keeping the kids after school may be the answer to many U.S. parents' need for high-quality, affordable child care reports *USA Today*.

One school district in Pennsylvania is offering child care for children ages four-months to 12-years-old. The program is run by innovative administrators using existing school buildings. This may be the beginning of a trend providing a solution to a problem so many two-career families face.

This program offers teachers who can help the children with their homework, teach them languages, and coach school athletics. Other activities include field trips and games to keep the days busy. With the administrators' guidance and the child's participation, this program is

much more promising than leaving the child home to watch T.V. An added plus is that the program is being run at a location which is safe, with standardized health and safety codes manned by the state. Also, reports suggest that many children enjoy their day.

In addition to caring for schoolaged children, this school district also offers infant and toddler care equipped with a ratio of three attendents to nine children, ages four-months to two-and-a-half years. An active day of child care is also available for preschool children.

This program is state subsidized, allowing fees to be predicted by what parents can afford to pay. For instance, one single father pays \$60 a week for eight hours a day of child care for one child while another family pays \$5 a week total for two

children.

The superintendent of the Pennsylvania school providing this assistance said, "We're here to help children. Schools have to assume the responsibilities of the once-solid American family. Times have changed."

#### Palm Trees Motivate Smokers to Quit

For companies that have tried other methods to get employees to stop smoking, Stanford University Medical Center researchers have another approach—palm trees and surf, the chance to win a Hawaiian vacation.

The Hawaii trips, via the Smokers' Challenge, was created in Salinas and Monterey, California, where an active health promotion research

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program was already implemented. In this area, 19 percent of 500 participants quit for three months, and 15 percent were smoke free after a year. This figure contrasted with the 6 percent per year natural smoking attrition in the two coastal communities, and an overall quit rate of only 3.5 percent in three survey communities where formal education programs are not offered.

Surprisingly, the contest concept is relatively inexpensive. The Hawaii trip and other prizes such as event tickets or clothes were donated by sponsors who received free attention during the promotion (which involved local T.V. and radio stations, schools, businesses, libraries and physician offices).

Overall, the contest was less expensive, per participant, than formal classes (comparative figures) where instructors need to be hired, educational materials developed and distributed, and facilities need to be made available.

The contest incentive is not for everyone. In fact, the results aren't quite as good as those achieved with intensive group sessions or formal therapy programs. The most successful of these report abstinence rates of about 30 to 40 percent, six months to one year after the program. However, the contest approach is effective with the 90 percent of the public who said they don't want to join a formal program.

Many people seemed to be motivated by an exotic reward—something really special to work toward during the admittedly tough early weeks of quitting.

The contestants, 55 percent female and an average of 38 years old, smoked an average of just under 25 cigarettes a day.

Participants were given breath tests for telltale carbon monoxide and then friends or relatives were questioned to verify that contestants had really quit.

While the trips may not replace other smoking cessation methods, they are a positive addition to them.

#### Bicycling Gains Popularity

Increasing numbers of men and women in search of challenge, exercise, and fun are turning to bicycling, reports *USA Today*.

Bicycling does not have to be an olympic event. In fact, experts say that virtually anyone who is healthy can bike 30 miles and people of all ages are getting into the pedaling action. Statistics show that 82 million people prefer bicycling, making it the nation's number two sport of choice

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# news in brief

(swimming is first choice) in 1986. The amount of participants in day tours rose 20 percent over 1985. Weekend and cross-country tours are also in demand.

Bicycling's rise in popularity may be attributed to both the health and social benefits the sport offers. The cardiorespiratory system benefits and, if done correctly, cycling can be less stressful on joints than running. Strength, endurance and body muscle tone, are improved especially when cycling is combined with walking, swimming or weight-training.

Socially, cyclists exercise while taking a short day trip with friends. or by joining a local bicycling touring club. By joining a club, they learn more about local routes, stops and bike shops, in addition to gaining the security of traveling in a group.

Those interested in a cross-country tour are sampling the sport by buying a weekend package which includes meals, lodging, a guide (who can help during breakdowns or drive a van to carry equipment or tired cyclists).

Adventure seekers are also taking self-contained tours involving camping, campsite cooking and carrying one's own gear.

One cyclist said, "Bicycle tours clear the mind and enliven the senses. It was the perfect vacation for me. I love to explore, exercise and meet new people."

#### **Employees Choose** Their Superiors

Participative selection, in which employees choose their own supervisors, may represent one way to solve America's number one problem-productivity, the December, 1987 issue of Personnel Journal reports.

Participative selection is designed to provide the maximum congenial working relationships as a means to assuring greater productivity. It is also designed to boost employee morale by enabling workers to

nominate and vote on those whom they feel are best qualified to lead them.

Participative selection may occur at varied levels of participation. For instance, employees may select their supervisor with practically no restraints or higher management may make its presence felt by furnishing policy guidelines or by keeping the right of vetoing a recommended employee decision.

There are both pluses and minuses to this program. Positively, the collective thinking of the group should result in a better selection of their superior, providing they are aware of the job requirements and how to go about making a selection. Another gain is that the employees who select their own supervisor will understand that person's job better and are likely to be supportive.

On the other hand, when implementing this program, employees may select someone who is not qualified for the job because a prospective supervisor may be evaluated slightly more on personality than on technical skill. Employees may also have a limited ability to assess leadership qualities. Problems may also arise if the group leader discovers which members did and did not back him or her.

For all of these reasons, no firm should use participative selection until it has isolated those situations where the process shows the best prospects for success. Properly used, it can produce high-quality decisions that result in considerable commitment from the people involved in the process.

#### Lone Travelers

To make those traveling alone feel more comfortable, hotels are offering attractive table-for-one settings and other features, reports the November 2, 1987 issue of Insight.

In some hotels, single travelers can sit in a dining room section where tables are set with a brass lamp,

pads, pencils, postcards and a newspaper in addition to silverware. A television providing news coverage also faces the tables. Since eating alone can be lonely or boring, these hotels are aiming to make dining alone a pleasant experience.

Other hotels are also bringing together single travelers wishing to socialize. One hotel arranges a "network table" during breakfast and lunch, providing an opportunity for single guests to dine together. Also, predinner cocktail parties are gaining popularity among hotels. Such features help those traveling alone to feel more comfortable.

While some hotels are offering these options, others feel lone travelers would rather be left alone. These hotels will allow such guests to enjoy their solitude and the same good service offered to other guests.

#### **Free Time**

Interested in how people spend their free time, *USA Today* polled some of its readers and printed these results in an August, 1987 issue.

Reading was the number one activity performed during free time followed by spending time with family (20 percent), socializing (18 percent), participating in sports (15 percent), watching T.V. (15 percent) and catching up on chores (13 percent). Only 11 percent exercise during free time and seven percent travel.

When they do travel, 72 percent prefer to take several short vacations while 23 percent prefer a long vacation. Five percent don't take vacations.

If presented with a choice between overtime pay and a day off, 52 percent would choose a day off while

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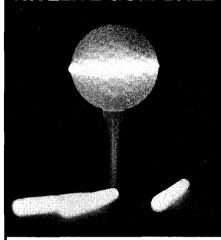
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Richard Lee, head pro Hyland Hills Country Club, Southern Pines, NC

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Dave Pehrson, head pro Arrowhead Country Club, Emmons, MN

"We have had two NITELITE tournaments and my members said that it was the best time they ever had on the golf course."

Jeff Smith, head pro Somerset Golf Club, Topeka, KS

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# news in brief

44 percent would prefer overtime and four percent said it would depend.

Time away from the work place is not all play. Forty-eight percent say they have brought work home from the job but 52 percent said they have not.

#### **Productivity is Top Issue**

Productivity gains and rewards to employees to spur these gains were ranked top human resource issues through 1988 by 57 percent of the 264 Midwestern companies surveyed by the Hay Group, according to the *Wall Street Journal*.

After reaching productivity gains of 10 percent in 1987, many companies have set their 1988 goals to expect another five to eight percent gain.

Not all companies will use the same method to reach these goals.

One company posts plant productivity counts every two hours to motivate employees. To promote quality work, some companies convince employees they're the best while other companies reward quality work with money, dinners, and sporting event tickets.

Although gains may be harder to obtain, one executive said, "If we keep the target in front of us, we always find a way to meet it."

#### Wellness Programs in Small Companies

Wellness programs can be feasible for small companies as well as for large companies. Recently, an employee of a small, conservative law firm, with just over 100 employees, convinced higher-level employees to allow him to begin a wellness program, reports the

November, 1987 issue of *Club Industry*. He sold them on the point that the program would be inexpensive and he designed nutritional components for the top 30 executives.

It took just \$1,500 to add paint, mirrors, and special carpeting to a room set aside for "future growth" to create an 1,800-square-foot aerobics/exercise room. Then, he brought in a free-lance instructor for a fee of \$50 a session (with an average of 15 participants) and had him lead two sessions a day (one during lunch and another after work). An aerobics/exercise program was chosen because it was the least expensive to implement.

A nutritional program was started as well. Special diets were developed for all of the firm's employees by a consultant (who was also a former employee with a nutrition degree).



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The consultant designed lunches for the skeptical, upper-level employees. For an added incentive, the employee arranged to have these lunches delivered for five dollars a person.

Two months after the operation began, over 50 percent of the employees (including most of the skeptics) signed up for classes and have begun to lose weight.

#### **Precautions for Pregnant Flyers**

An increasing number of women executives plan to work during their pregnancy, which usually means they will be doing some traveling. While infrequent flying is not harmful to unborn babies, frequent flyers should take some precautions, reports USA Today.

First, early in the pregnancy,

women should ask their doctors if their flying schedule could be maintained without harming the unborn child. They should also ask the doctor how late in the pregnancy one can continue to fly, before reducing flights.

Pregnant flyers should be aware of the following:

- At very high altitudes flyers are exposed to increased amounts of natural radiation. Although exposure during a flight is within safety standards, frequent pregnant flyers are repeatedly exposed to this radiation and experts do not yet know what effects this exposure will have on the fetus.
- During flight, while air pressure is regulated, there is lower than normal oxygen level causing both mother's and baby's heart rate to increase. This in turn causes the fetus

to receive less nourishing oxygen. It is possible that the oxygen drop during extended travel might interfere with the development of the fetus.

- While radiation leakage from luggage x-ray security devices may be minimal, the effect on the fetus caused by proximity to such devices is unknown. Expectant mothers are advised to have their carry-on luggage searched by hand to avoid unnecessary exposure to the radiation.
- Although body scanning devices for metal detection involves a magnetic field, which may not effect the unborn, some doctors suggest that expectant mothers request a body search during the first trimester of pregnancy. At that time, the fetal cells are in a critical stage of development and should be protected.

#### **NESRA Education** and **Research Foundation**

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

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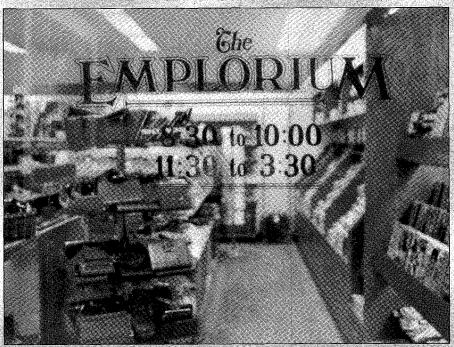
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# THE COMPANY STORE: A Spectrum Of Items

by Ann Sobanski



Household International's employee store

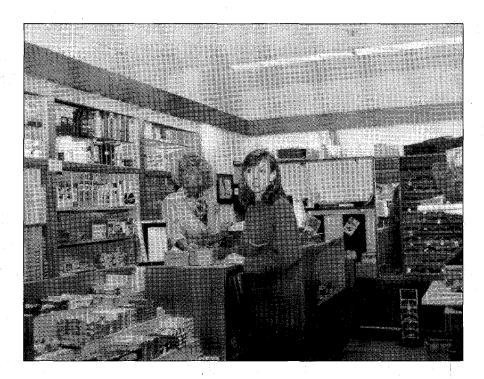
Exploring the feasibility of providing your employees with an employee store can be a challenge. Will an employee store be a real benefit? Yes, it affords a convenience, a savings opportunity for the employee, and is excellent for morale, however; there are a multitude of factors to consider before you decide how it would fit into your company.

The key to success is to establish goals in conjunction with a sound philosophy, since the philosophy will affect all decisions. At this point, you must determine what your target customer base will be. Will you provide convenience items only or will you provide a wider variety? Consider your company location when making your decision. If you are centrally located with easy access

to retail stores and you cannot compete with their pricing, then you may want to provide convenience items only. If you are out in the boondocks, you probably can sell just about anything, since the employee can shop during the work day. Also decide who will be authorized to shop—employees only, employees' families, visitors to the building?

In addition, define your objective regarding whether you wish to make a profit or provide the store as a benefit and service. At Household International, Prospect Heights, Illinois, we run our store on a breakeven concept as a benefit and service to our employees, and this has proven to be successful.

An employee store requires staffing, space, equipment, fixtures



and inventory control which results in an initial expense that will vary based upon the level of your commitment. The following is an overview of the main factors to consider as you develop your company store plan.

Staffing: Staff your store before your plans are finalized. It is usually better to under-staff rather than over-staff. Household's store is staffed with one full-time employee and one part-time employee (four hours per day). However, an employee services person processes invoices and accepts merchandise. The time spent in performing these tasks is approximately five hours per week.

**Space:** This will dictate the size and number of fixtures required, the inventory and the services offered. Certainly the more space the better. Again, this will depend upon your philosophy. Also, space should be allotted for a stockroom to store backup merchandise.

#### Location:

- Store—A prime employee traffic area should be selected, in close proximity to the cafeteria. This will provide exposure, access convenience, order to traffic flow, and time saving.
- Stockroom—Locate near the delivery dock to allow easy access for accepting deliveries.

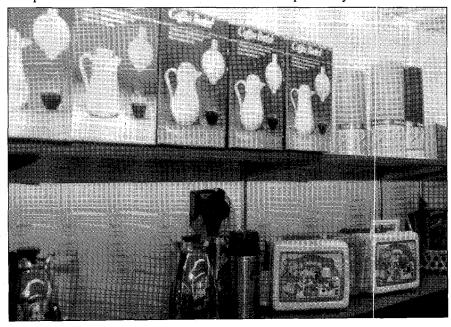
**Fixtures:** Display fixtures, shelving, display cases, counters, and cabinets should be functional as well as attractive. Consider the items you will sell and the services you will provide when selecting fixtures.

Equipment: Cash register, calculator, pricing gun and money lock bags will be needed. There is a wide variety of registers and pricing guns to consider:

 Cash Register—It should provide ease in accounting and inventory control and also give you the programming capabilities to identify the merchandise by department. It is also beneficial if you are able to assign individual keys to high-volume items where prices remain fixed, eliminating the need to ring in the price with each sale. Remember, it must also have the capability to calculate city and state tax if applicable.

- Pricing Gun—You will require labels as well as merchandise tags. Therefore, you will need a pricing gun and an attacher gun. Select a label pricing gun that will provide you with the ability to identify: your cost, percent of markup, price, department assigned to the item, and the date priced.
- Labels—Labels can be purchased in various colors. You may want to use a different color for each department. This will assist you in reducing errors when ringing up merchandise at time of sale. To conserve space on the label, most identifiers can be assigned a code. This information will be extremely valuable when conducting a physical inventory.
- Attacher Gun—This affixes a plastic tie and tag to the merchandise, and is used when pricing soft goods. A label prepared with the pricing gun can then be affixed to the tag.

Security: By minimizing the number of authorized personnel accessing the employee store and stock room you will minimize inventory shrinkage; one percent of inventory is normal shrinkage. Another security tool to avoid the possibility of collusion with





vendors is to segregate the duties of ordering and receiving merchandise and paying invoices.

Merchandise and Services: At Household International our employee store is 600 square feet and services approximately 950 employees. When our store opened we offered sundries, magazines, greeting cards and gift wrap. Over the years we continued to expand and we now offer a wide variety of merchandise and services. (See Figure 1.)

Purchasing and Arranging for Services: Select the item and then choose the vendor. Before you venture out to purchase merchandise, be equipped with your tax resale number. Check with your tax department—your company may already have a number assigned; if not, they can assist in applying for it.

- Attend trade shows and exhibits—
   Sales representatives will be eager
   to provide information regarding
   the type of merchandise that is
   currently selling. They will assist
   you in deciding quantities to stock.
   A rule of thumb is that until you
   know from experience, order
   minimum quantities since cost is
   not based on quantities purchased.
- Avoid middlemen—Order directly from the manufacturer when possible.

- Determine the vendor policies regarding delivery, terms of payment, discounts available for early payment, and credits for merchandise received damaged.
- Become familiar with vendor terms—
   FOB—Free on board (no freight

charges)
1/10 EDM—1 percent discount if payment made within 10 days (net thereafter)

HFC—Hold For Confirmation— An order is pending with vendor until purchaser verifies delivery should be made.

Net—Full amount due upon receipt per terms.

UPS-United Parcel Service

- Purchase on consignment—A
   vendor rarely allows the return of
   merchandise that doesn't sell,
   therefore; this is a desirable way of
   increasing products offered without
   the risk of being stuck with
   merchandise that doesn't sell.
- Arrange for discount tickets—
   Theatre, movie, and dining tickets usually have an expiration date.

   Arranging for them on a consignment basis is extremely important; otherwise, the store may end up taking a loss.

**Pricing:** This will vary based on concept. Consider the cost of the merchandise and the expenses

#### Household International Employee Store Offerings

#### Merchandise

- sundries—candy, gum, toothpaste, shaving cream
- vitamins
- cigarettes
- greeting cards
- gift wrap
- nylons
- socks
- travel accessories
- small gift items.
- jewelry
- pen & pencil sets
- ties
- wicker baskets
- candles
- leather goods—wallets, briefcases, etc.
- stationery
- King Seely thermos products (a subsidiary of Household International)
- Structo grills (by special order from a subsidiary of Household International)
- linens (towels & bed linens)
- stuffed animals
- miscellaneous household cleaning items—soft soap, laundry soap, plastic trash bags
- small appliances
- film
- VCR tapes
- weather condition items umbrellas, snow scrapers

#### Services

- discount movie and theatre tickets
- discount dining dollars
- instant lottery
- special order printing
- photo processing
- gift certificates—(to add interest, design a certificate with your store name or company logo)
- postage stamps



involved in operating the store:

- salaries—regular, overtime & fringe benefits
- postage & freight
- forms & supplies
- telephone
- equipment replacement & maintenance
- miscellaneous—pest control, cash short/over
- furniture & equipment depreciation

Pricing can certainly reflect a benefit to the employee. A technique to consider is pricing certain items higher such as, cigarettes, then spreading the profit to other items in the form of a lower mark up. This would allow a good discount and possibly afford your employee the opportunity to purchase an item s/he could not or would not normally purchase due to a prohibitive retail price.

Greeting cards and gift wrap are ordinarily prepriced. Sell them at the price market; 100 percent profit will be realized. Again, spread the profit to some other item to provide a substantial savings.

Returns: Your policy on returns and refunds should be clearly stated. A valuable policy is that a receipt should accompany all returns. This provides inventory control and also confirms the purchase price. The return of consignment discount

tickets should not be allowed, since once they are sold you must pay for them. Also, the return of seasonal merchandise should be allowed only during the season of purchase; otherwise, merchandise may not move, resulting in a holdover for the next year's season.

Store Layout: It is desirable to locate your checkout counter at the front of the store, close to the entrance and exit. This enables store personnel to see employees coming and going. Place cabinets for small sundry items behind cashier and candy and gum shelves at checkout counter. These are impulse items and will be picked up when checking out. If enclosed cases are used, locate them where they are very visible to the shopper and easily accessible to the cashier. Shelving should be kept at eye level; this adds to the overall appearance of the store and also keeps all shoppers in view of store personnel.

Merchandising: A little goes a long way. Attractive and orderly merchandising does make a difference. Place high-ticket items in showcases when possible; if not, place near checkout counter. For interest, periodically move merchandise displays; it is surprising how moving an item can give the illusion of new merchandise.

Hours of Operation: The hours of operation should clearly be posted, preferably at the entrance to the store. Consideration should be given to a break in the open hours to allow for marking merchandise, restocking shelves, and performing daily accounting procedures. At Household our employee store personnel work 8 a.m. to 4 p.m. The store is open from 8:30 a.m. to 10 a.m. and reopens at 11:30 a.m. to 3:30 p.m.

Daily Accounting Procedures:
Develop your accounting policies with the assistance of your accounting department. It is important that a daily balancing procedure be developed and performed. As previously stated, your cash register can simplify this task. Effective daily balancing will ensure control and will nip in the bud unsatisfactory conditions which would compound, resulting in time-consuming and costly resolutions.

Checking In Merchandise: Develop a procedure for checking in merchandise and confirming invoices prior to payment. Consider the following:

- Check packing slip against your copy of order to determine that the merchandise received is what was ordered and if merchandise, if any, is on back order. If merchandise is not received a follow-up should be maintained since vendors do not always advise if the merchandise is unavailable or is temporarily out of stock
- Check packing slip against invoice and determine that the merchandise received is the merchandise you were billed for.
- If merchandise is received that was not ordered or is damaged most vendors require a memo explaining the problem and requesting authorization to return; however, a good policy is to deduct the cost of the merchandise when paying the invoice. This eliminates the need to follow up for a credit which can be a lengthy process especially if the vendor is someone you purchase from infrequently, making it impractical for you to apply the credit to your next purchase.

Method of Payment: Cash or personal checks is the best policy. It eliminates time-consuming record keeping and the expense of credit card company charges.

Merchandise Layaway: This is not advisable since it requires time-consuming record keeping and ties up inventory.

Markdowns/Markups: When it becomes necessary to mark down or mark up an item, for whatever reason, be certain a record-keeping procedure has been established to identify the item, description, department, reason for markdown/markup, quantity, former price, new price, difference and total markdown/markup. This information will be required to effectively balance your physical inventory.

Conducting A Physical Inventory: At the onset it is advisable to conduct a semiannual physical inventory. This will assist in deciding if policies, procedures, security "Keep your employees advised of your plans and ask for their input. Your concern with their ideas will end in positive attitudes."

methods or even philosophies need changing. When a pattern has been established, an annual physical inventory should be sufficient. The personnel responsible for the store operation should assist in conducting the inventory; however, it is not advisable that they be responsible for the reconciliation. The reconciliation of the physical inventory should be accomplished by employees who are not involved in the day-to-day

operation of the store, usually accounting department personnel.

Conclusion: Providing an employee store is an important decision. Aside from boosting morale and providing substantial savings it can also familiarize your employees with company products.

A point to remember: Keep your employees advised of your plans and ask for their input. Your concern with their ideas will end in positive attitudes. For example, consider a "name the store contest" (at Household our store name is "The Emplorium" a play on the word employee) offering a prize, maybe the first employee store gift certificate. This will stir interest and provide visibility to a venture worth venturing into.

Ann M. Sobanski is assistant vice president, Employee Services Administration at the corporate headquarters of Household International, Prospect Heights, Illinois.

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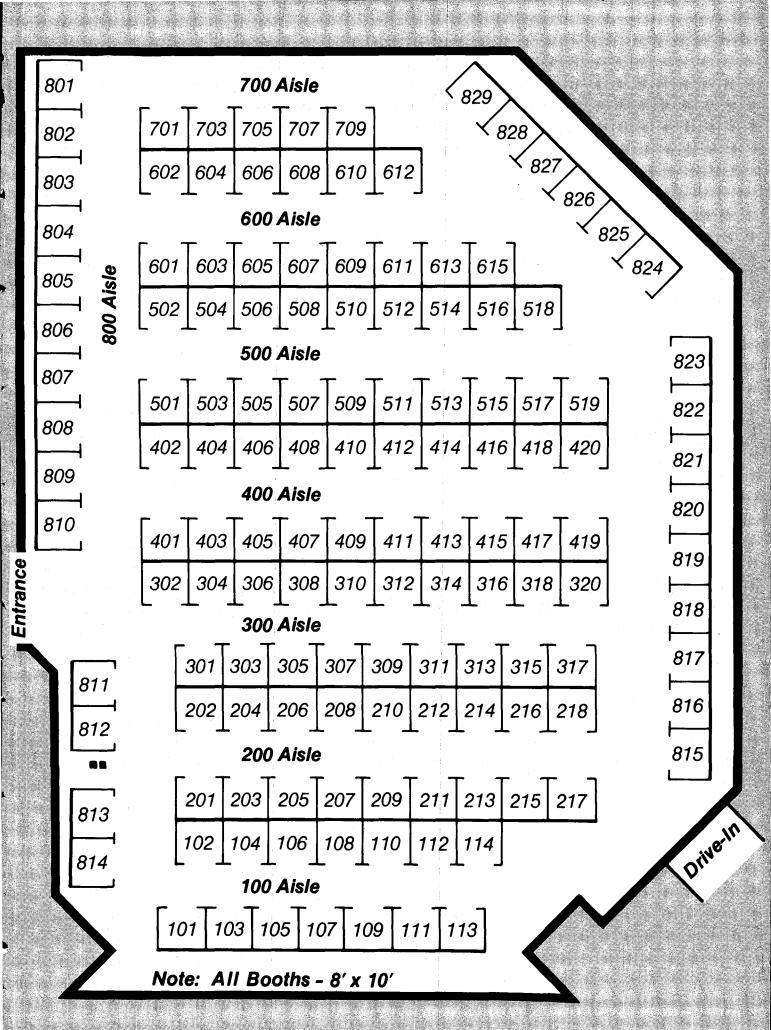
Cocoanut Cream

California Brittle

FAMOUS OLD TIME CANDIES

# **NESRA** 1988 Conference Exhibitors & Floor Plan

Booth Number	Exhibitor	320	Holiday Inns, Inc.	601	The Fun Company
Number	Exhibitor	401	American Brochure Distributing Co.	602 603	Kraft Packaging Corporation General Time
101	I C 6	402	Howard Johnson Fountain	604	Stanley Roberts
101	LensCrafters		Plaza Hotel	605	Incentive Management
102	Rodeway Inns International	403	Colorcraft Corporation		Group—
103	Three Buoys Houseboat	404	Busch Gardens/Tampa		Reading China
110	Vacations	405	American Bowling Congress		The Cram Company
113	International Incentive	406	Ramada Resort Maingate	606	King Louie International
	Travel, Inc.	407	Embassy Suites Hotels		Inc.
114	Palm Springs Aerial	408	American Adventure World	607	Johnson Leisure Incentives
	Tramway	-100	Resort	608	Eveready Battery Company
201	International Travel Services	409	Bermuda Star Line	609	New York Steak
202	See's Candies	410	Kissimmee-St. Cloud	610	AT&T Consumer Products
203	Velva Sheen Mfg. Co.	410	Convention & Visitors		Potential Profits Group—
204	TopSox		Bureau	011, 015	GPA/Braun
205	Commodore Cruise Line,	411	Swersey's Chocolates		Hunt Manufacturing
	Ltd.	412	Kissimmee-St. Cloud		The Greenwich Collection
206	Mayfair Suites Hotel	712	Convention & Visitors	615	Leadership Lodging
208	B. J.'s Wholesale Club		Bureau	015	Corporation
210	Seabrook Island	413	Angersbach International	804	Diamonaze Company
211	The Biltmore Company	413	Tours	806	Trans National Travel
212	Royce Spencer Associates	414	Medieval Times	807	
214	Rivers Whitewater Rafting	415	Antigua Sportswear		LSB Company
216	South Florida Cruises, Inc.	415 416		808	Ektra Photofinishing
217	Dolphin Cruise Line	410	Comfort Inn Maingate	000 010	Company Fun Saminas National
218	South Florida Cruises, Inc.	417	Kings Island	809, 810	Fun Services National
301	Coloney Plaza Hotel		Water Mania	011	Headquarters
302	Universal Studios Tour	419	Musco Sports-Lighting, Inc.	811	Queen Mary & Spruce
303	Orlando Orange County	420	Hilton Inn Gateway &	010	Goose
	Convention & Visitors	- PA1	Hilton Inn Florida Center	812	Universal Gym Equipment
	Bureau	501	Action Packets, Inc.	813	Organizers, Etc.
305	Delta Court of Flags	502	Bronson Pharmaceuticals	814	Entertainment Publications,
306	Employee Photo Service,	503	NASSAU, Cable Beach,	048:044	Inc.
	ÛSĂ		Paradise Island Promotion	815, 816	
307	Central Florida World	=0.4	Board	817, 818	
	Resorts	504	Trans Global Tours	. 010	Kingdom Club
308	Masters of Marketing, Inc.	505	Swissair	819	Grandma's Fruit Cake
309	Sheraton Lakeside Inn	506	Guardian Photo, Inc.	820	Florida's Silver Springs
310	San Diego Zoo/San Diego	507	Exploration Cruise Lines	821	Regency Suites Hotel
210	Wild Animal Park	508	Aris Isotoner, Inc.	822	St. Louis Convention &
312	U.S. Games	515	Church Street Station		Visitors Commission
313	Florida Silver Springs	516	Commercial Management	823	Westin Hotels & Resorts
314	Bostonian Shoe Company	•	Corporation	824	Oneida Silversmiths
315	Seaescape	517	Poinciana Vacation Villas	826, 827,	Sea World, CA, FL, OH,
316	Survance Company, Inc.	518	National Rifle Association	828	TX
317	Park Suite Hotels	519	Brunswick Recreation		Boardwalk and Baseball
318	Right Image		Centers		Cyprus Gardens



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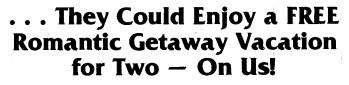
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# "RING UP SAVINGS" AN EMPLOYEE SURVEY

By Ellen M. Kynkor

he following article is proof that with enough interest and enthusiasm, even a limited-staffed company can present its employees with a discount program. This is how one company evaluated its resources, developed options for a program, surveyed employees for feedback and then successfully implemented a discount program accordingly. Let this example guide you through beginning your own successful discount program.

National City Bank is a member of the Cleveland Employee Services Association ("CESA"). CESA has 155 members, a third of which are local and national associates, offering many discount programs ranging from theater to auto discounts. For several years all discount offers were advertised to employees through individual fliers. Handling the responses was time-consuming.

It became obvious that we had to streamline the program. Which offers were most popular with employees? How should they be promoted to employees? A limited public relations staff was available to present a myriad of offers. It was necessary to determine which offers were worth promoting. A survey would help answer these questions.

"Ring Up Savings," an employee survey, was directed to all personnel of National City. The survey was distributed to all employees by interoffice mail, but not individually addressed to each employee. Fliers were also distributed in this manner. The questions were concise and kept to one page in length, because it was felt that if a survey is too lengthy, a busy person may not take time to answer at all. Results were gratifying.

The survey highlighted the broad spectrum of discounts available to bank employees and told management that the employees appreciated these no-cost benefits.

National City Bank's employees are chiefly concentrated in three main areas of operation. Its downtown Cleveland headquarters houses most of the corporate customer contact personnel. Another large employee base is at the operations center located near the suburbs of the city. A third group of employees is distributed in 87 branch offices in six contiguous counties.

The employee total is almost equally divided among the three areas. The survey form utilized various colors of paper to identify each area: blue for the main office



The Playhouse Square Foundation, one of the largest performing arts centers in the United States, accommodates local groups such as the Cleveland ballet—a top choice of discount tickets by National City employees.

personnel, yellow for operations center employees, and white for branch personnel.

The survey had five sections and posed the following questions:

- 1. Check all listed offers you have used. (Two categories of activities, totalling 47, were listed individually with a space to be checked preceding each—'Continuing or Seasonal Programs' e.g., Cedar Point, Sea World, Day's Inn discounts, Seabrook Island Resort, Back Wall Athletic Club [and] 'Single Event Offerings' e.g., Harlem Globetrotters, Ice Capades, Ringling Bros. Circus, Disney on Ice.)
- 2. Which four offers have you enjoyed the most?
- 3. Approximately how much money do you estimate you have saved by using the bank's discount programs?
- 4. What future programs should be offered?
- 5. Additional comments.

The overall survey return was considered good. Since employees were not asked to identify themselves, the answers were candid. The completed questionnaires represented an average overall response of 18 percent, with the operations center employees weighing the results with a 26 percent response. Main office personnel returned only 8 percent of the surveys. It is believed that because main office personnel are more involved in outside customer contact and in numerous meetings, many of them may not be aware of all of the discount fliers. This theory is supported by complaints from employees who claim not to have seen announcements of various events.

In response to the question of savings in one year from using the discounts, estimates ranged from \$50 to \$2,000—with 13 percent of the respondents estimating savings at the \$2,000 level. (Auto and furniture purchases would account for the large estimates.)

Suggestions for future discount programs included ski vacations, cruises, a downtown racquet club, and restaurant. After receiving those suggestions, we sought out these types of attractions and now include them in our program. Another idea that came out of the survey was a request for a poster for each department's bulletin board which lists all offers on one sheet rather than individual fliers. This suggestion will soon be implemented and will provide a cost savings, since expenses for printing individual fliers will be greatly reduced. Communicating offers to employees should be more effective, also.

Most comments were very positive:

"I feel NCB is very employee-oriented, and I thank NCB for the interest it takes in its employees."

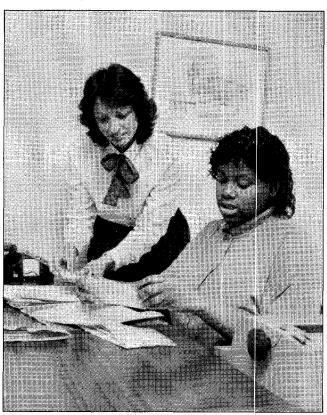
"I do want to register my thanks and enthusiastic approval of the program for NCB employees . . . at such attractive discount prices . . . with opportunities to include family members and broaden horizons. It is just one more of the wonderful fringes which NCBers have provided to us."

"Thank you for the wide range of programs that are available!"

Others took the opportunity to request additional offers or ask that the bank's Christmas Party be reinstated. Some complained events were not in areas close to the outlying branches and driving to these events would take too long.

The results of this survey were also analyzed in the context of environmental influences and types of personnel employed by the bank. The survey results were consistent. Ohioans, like many others who live in the north, restrict their activities somewhat during winter months. Therefore, at the first sign of spring, the outdoor activities, such as several local amusement parks—Cedar Point and Sea World, were top attractions.

Another leading attraction was the Cleveland Ballet, which is fast gaining a national reputation. The Ballet's popular "Nutcracker" performances during the Christmas holidays have been co-sponsored for nine years by National City Bank. The bank's involvement has had a strong influence on the employees' appreciation of this art



Thousands of employee ticket requests are handled yearly by a limited National City public relations staff. Pictured are Pam Calderone, left, and Chyenne Corethers.

form. Other top choices included discounts for movie theaters as well as merchandise and auto discounts.

Some companies provide employee health facilities. Since National City Bank has employees in many locations, it is not practical to have such a facility. Thus Health Club discounts were pursued to be offered as a substitute for an on-site facility.

The results of the survey helped to determine what offers should be continued and which could be dropped. With the volume of events, streamlining the clerical duties involved in the discount program was required. Now all employees are asked to include a self-addressed interoffice envelope or mail sticker with each request. Employee cooperation is at the 99 percent level.

An additional service was offered by the public relations department and advertised to employees to facilitate handling the discount program: the automated telephone, "Ticket Teller". A recorded message, changed weekly, gives up-to-date information on the latest discount offers available. It is on a special telephone extension which can be accessed as a direct dial number and is available 24 hours a day. Family members also call this service.

"Ticket Teller" briefly states the offer, the cost and the expiration date. If there is an early sellout on an offer, that information is also included. This recorded message has greatly reduced the number of direct telephone inquiries to the public relations department staff.

National City does not have a company store. At one time the public relations department did procure and sell logo specialty items for the employees. After comparing In response to the question regarding savings in one year from using the discounts, figures ranged from \$50 to \$2,000—with 13 percent of the respondents estimating savings at the \$2,000 level.

our program with those of other companies, the bank decided to contract with an advertising specialty company, Jim Mersfelder & Associates, which is a local associate member of CESA. Mersfelder now handles all phases of this program for the bank.

The current Logo Shoppe is not only available to all employees of National City Bank but to some affiliates as well. The Shoppe stocks more than 60 items. This triples the number of items originally offered when the program was handled internally.

Each Logo Shoppe item is pictured in a catalog with descriptive information and a price list. All departments have a supply of catalogs for its personnel together with order forms. The merchandise is reviewed yearly with Mersfelder's account representative and spring closeout sales of older merchandise occur semiannually. Ideas for new items to include in the program are researched by the Mersfelder group and presented to the public relations department for approval. This company also warehouses our merchandise.

Employees mail their orders directly to the company. Merchandise is dropped off at the main office mail room once each week for interoffice distribution. Logo Shoppe sales have almost tripled in the three years since the new program started. This is another streamlined service to the employees.

Since completion of the discount offer survey, a record of employee interest in each offer is compared with that of prior years. We have deleted several offers on the basis of declining interest.

The business environment has changed dramatically in the last twenty years. Management is required to make some difficult decisions to contain costs, yet maintain employee benefit programs to attract good employees. The no- or low-cost discount programs, used effectively, can be one tool to help achieve this goal. With some creative thought and planning employee programs can be broad and still be handled efficiently with a small staff.

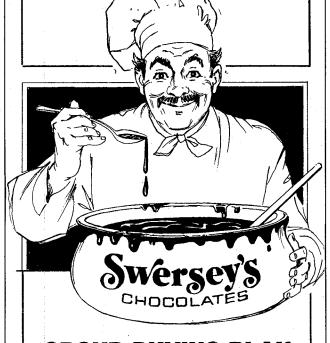
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Ellen M. Kynkor is assistant public relations officer, National City Bank, Cleveland, Ohio.

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## The Full-Time Professional:

A Day In The Life



An unexpected leak in the Johnson Wax multi-million dollar aquatic center is investigated and explained by Recreation Director Richard Wilsman to Intern Dayna Miller.

ohnson Wax is not just any corporation. It is one of "The 100 Best Companies to work for in America." In a book by that title, written by Robert Levering, Milton Moskowitz, and Michael Katz, Johnson Wax ranked in the top 10 in benefits and job security. In addition, they are known for having one of "the most beautiful company headquarters, the best programs for retirees, and the best vacation spots for employees."

Richard Wilsman has been the recreation director at Johnson Wax for the past 21 years. During this time he

has helped shape the Johnson Mutual Benefit Association's recreation, fitness and resort programs and aquatic facilities into what they are today.

Dayna Miller, a recreation intern with Johnson Wax and a student at the University of Illinois, was asked by NESRA to interview the recreation director on a typical day in his corporate setting.

Is there such a thing as a typical day for a Recreation Director? After researching Mr. Wilsman's responsibilities, I would say no, and this is why.

#### 8 a.m.

**Intern:** What does your schedule look like today?

Wilsman: I have an ongoing schedule which is dictated by priorities. I plan a given day that way; however, I always prepare myself for the unexpected, which is critical in the recreation profession. For example, if a staff member would come into my office to discuss swimming pool programming, I would make time in my schedule. This discussion may even call for an impromptu staff meeting for further opinions.

Interruptions and phone calls always impact my routine.

Nevertheless, I continue to establish a "To Do" list or "Game Plan" so that I remain organized and eventually finish what I have listed, if not today, then sometime in the near future. For today my game plan is:

- 8:00 Arrive in office
- 9:00 Interview student for possible internship
- 10:00 Meet with staff member and the instructor for an antique workshop
- 11:30 Work out and eat lunch
- 1:00 Head a monthly Recreation Committee meeting
- 4:45 Leave office with work
- 6:15 Return to gym with 9-yearold son for short workout prior to going to his youth league basketball game

Miscellaneous on Game Plan:

- Dictation: Update to boss and memo to staff
- Preliminary work on 1988/89 budgets
- Preparation for Scotch Bowling Committee meeting

#### 11 a.m.

**Intern:** How is your game plan proceeding?

Wilsman: A few unexpected situations popped up. I received a phone call from a NESRA member company director who had a few questions regarding our aquatic facility and retiree program. The second phone call was from a former

intern who wanted to talk about her job and needed information on job descriptions for a corporate recreation department.

As was planned, I met with a prospective intern and held a meeting with a staff member and instructor for the antique workshop. The meetings listed on the game plan are high on my priority list; therefore, the rest of my game plan was readiusted to accommodate them.

**Intern:** Why did you decide to have interns as part of your recreation and fitness staff?

Wilsman: Having interns brings in fresh and innovative ideas. First, we must have a solid foundation from which to build. This foundation is our professionally-trained staff. Our interns are the icing on the cake, making our programs even better. They are open and ready to try new approaches. The turnover of interns is also an advantage. They help the staff stay alert and keep them challenged.

Intern: Do you feel your staff should have a college degree in recreation, or does an education with a strong people-skills background qualify as a prerequisite?

Wilsman: A college degree in recreation equips a person with the right tools so s/he has the foundation to run a successful program. Interpersonal skills are important to have, but so are program-planning and evaluation skills. A combination of both is ideal. Interpersonal skills are important to the recreation professional because you are in close association with people. As a matter of fact, in recreation you must love people, since people are the essence of our existence. Most importantly, you can't let little things bother you; and finally, you must have patience.

#### 12:45

**Intern:** According to your game plan, you were scheduled for a workout and lunch between 11:30 and 1 p.m. What happened?

Wilsman: Yes, that was my plan but, frequently, due to my "typical"

day, I had barely enough time to eat half of my sandwich. I received a phone call around 11:30 concerning a water leak in the ceiling over the pool area in our new multi-million dollar aquatics center, which I had to check out. Two or three phone calls later and with a little investigation, we concluded it was condensation which will have to be corrected with our air handling units or by some other means. Such occurrences are all part of the breaking-in system for any new facility and we rather expect these types of things to happen.

Now, as you know, we must run off to our monthly Recreation Committee meeting. Today's meeting is special because we are welcoming new members on the committee and honoring the outgoing members with plaques to show them our appreciation for all their hard work while serving on the committee.

#### **Observations**

The Recreation Committee meeting is conducted in an interesting fashion. Instead of Mr. Wilsman leading the meeting, he orchestrates the objectives in concert with the committee chairperson who actually conducts the meeting.

Members consider their roles with all due seriousness and they discuss the agenda and any additional challenges that haven't been mentioned in an effective and efficient manner. I sensed a great deal of shared respect.

The committee was formed so that the employees would have control over the various types of programs and events they would like to see implemented. It is the committee members, not the recreation staff, who are the decision-makers at Johnson Wax. The professional staff serves as resource people who facilitate the decisions of the Recreation Committee. This is unique and not common among most corporations.

Continued on page 27

# Benefit



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#### 3 p.m.

**Intern:** Are you back on track with your original game plan?

Wilsman: No, and I really didn't expect to be since this is a "typical" day. As you can see, I have about six phone messages which came in during the meeting, including one from my wife and two on the pool leak problem. One of these messages is a call from a salesman concerning an item for next year's capital budget. Another is from the resort supervisor regarding a problem at the resort. I cannot ignore any of these messages, including personal messages from my wife. My family is an important part of my life. Consequently, I include them in my priorities.(A staff member walks in with an urgent problem concerning a personnel problem with the part-time staff.) As evident by this situation, it is clear that I believe in the "open door" policy. Anytime I am around and available, the staff or any employee should feel free to knock on my door. I believe it is vital that every staff member feels comfortable enough to approach me with a question at any time. Working together as a team helps create a comfortable working atmosphere. Because we work from the team approach, everyone has some input, and everyone feels the team spirit when the end result is achieved.

#### 4:45 p.m.

Intern: Are you ready to leave now?

Wilsman: Yes, I am. I promised my son I would bring him back here to the gym and work out with him prior to his youth league basketball game.

Intern: Do you feel frustrated that your day was broken up with interruptions and intermittent phone calls?

Wilsman: Parts of the game plan are to be completed tomorrow or later in the week. However, I expected this. In my daily plan I include plans for the unexpected.

# "I have an ongoing schedule which is dictated by priorities; however, I always prepare for the unexpected."

Intern: The Johnson Wax recreation program and all the recreation/fitness facilities have been a model for others to follow. How did this come about?

Wilsman: As in the baking of a cake, you need the right ingredients. In an effective program I believe you also need the right blend of ingredients to be successful, and I feel we have that blend here. Our main three ingredients are (1) top management philosophy and support for our program, (2) involvement of our people in our programs, and (3) professionally-trained staff who care for people.

Top Management Support:

Ray Farley, our president and chief operating officer, has stated "Our recreation program is developed from a very simple, yet powerful belief—in improving the quality of life for its employees. The company is at the same time strengthening its own cohesiveness and ability to function."

I believe you earn top management support and you work to keep it by getting them involved wherever possible (banquets, golf and bowling outings, special events, etc.) and by running quality programs so that positive feedback is obtained. We have an opinion survey every three to four years with results known by everyone. Overall, we need to keep management informed about our programs.

Involvement of Employees:

The operation of our recreation program is directed by our JMBA Governing Board which is elected by the employees, themselves.

Committees are appointed. These committees, working with

professional staff, develop programs, set rules and regulations for use of facilities, develop and administer budgets, and evaluate programs and make changes as needed. We presently have 21 committees and more than 150 employees serving on them. This is from a local employee base of 2,500. Many of the people I have worked with on committees throughout my 21 years here are now members of top management.

Our Company/JMBA summer picnic committee has a core committee of 20 people; our Scotch Bowling Tournament Committee has eight core people. There is no way our full-time recreation staff could run all these activities without employee involvement.

Professional Staff:

I believe that in our "cake," our full-time professional staff is the third important ingredient. It is the staff's responsibility to take the two ingredients and blend them all together.

The staff has to care about people and has to want to run quality programs. In working with committees, a lot of opinions are shared. It is a staff responsibility to guide and direct, and gain as much information as needed to help that committee make decisions.

This information is gained through evaluation and questionnaires, input from a suggestion box, daily communication with program participants and facility users, and also from our maintenance staff.

A staff has to stay fresh by attending professional conferences and training sessions, by receiving and reading professional magazines, by visits to observe other successful programs, and most importantly by not being satisfied with "Status Quo," even if you are presently successful.

I believe any corporation which wants to start an employee-based recreation/fitness program or improve upon its existing programs should have its personnel/human resources department seek out and hire professionally-trained recreators who have effective interpersonal skills, a desire to serve people, and a willingness to work hard at it.

# viewpoint

### Are we reaching all of our employees with our fitness programs or are we just making the fit fitter?



by Carl Gulbronson

"The goal of the fitness professional is to make fitness and use of the facility a higher priority in the lives of the occasional user. When people use the fitness center, they are investing their time."

answer to both of the above questions is "no." No, we have yet to achieve 100 percent participation in fitness programs and no, we are not just servicing the needs of the high-fit population.

Fitness professionals use a variety of terms (i.e., utilization, attendance, participation, adherence, etc.) to measure "how many" people are using or exercising in their facility. In general, a participation rate of 25 percent is considered the industry standard. Participation in a fitness program is considered outstanding when 30 percent of the employees use the facility in any month. The quality of a fitness program is judged by the number of employees who participate.

The flip side of a 25 percent participation rate is a 75 percent nonparticipation rate. In my opinion, a participation rate of 25 percent is really only extending your program to an additional 5 percent of your entire population. Why? Because about 20 percent of your population would work out and exercise whether you had a fitness facility or not.

There exists a universal principle, commonly referred to as the 80/20 Law, which has been applied to all walks of life and is best defined by example. In a company,

- about 80 percent of your sales will come from about 20 percent of your customers.
- about 20 percent of your employees will account for about 80 percent of the absenteeism,
- about 80 percent of your complaints will come from about 20 percent of your employees.

Applying this concept to fitness center utilization, most fitness professionals will not argue . . . about 80 percent of your fitness center use results from the visits of about 20 percent of your population. And under ideal circumstances . . . about 80 percent of your eligible population will, at some point, use a fitness center; about 20 percent will not.

Liberally expanding this concept, a population eligible to use your fitness center can be divided into three diverse groups—heavy users (20 percent), occasional users (60 percent), nonusers (20 percent). For

maximum participation, fitness professionals must service all groups, but focus the bulk of their efforts on the middle 60 percent, or the occasional user. The following overview of each group will explain why.

#### **HEAVY USERS**

The heavy users (also known as [a.k.a.] die-hards) are generally characterized as self-starters, positively addicted to exercise with life-long goals. They use your corporate fitness center almost daily and like the convenience. From the psychological perspective, the heavy users can be termed "actively conscious." They know and understand the benefits of fitness and these benefits have been positively reinforced by the way they look and feel

The goal of fitness professionals is to develop programs which maintain the "heavy users" participation. Incorporation of active recreation programs like intramural sports (soccer, basketball, racquetball, ultimate frisbee) and sport clubs (running, swimming, biking, triathlon, skiing) have proved successful. The basic premise I wish to reinforce here is . . . once an individual becomes fit, we must provide programs and activities which challenge them to use and maintain their new levels of fitness.

#### **OCCASIONAL USERS**

The occasional users (a.k.a motivationally paralyzed) are generally characterized as seasonal users with short-term goals. They exercise to lose weight or to get into their swimsuits, then stop. They complete spring training and disappear. They solve a back pain by strengthening the muscles and quit

until the pain returns. Or . . . they may be pursuing a portion of their exercise program at home.

You will see them every January trying to complete the latest resolution. They are more comfortable in sweat pants than shorts. Their use is best defined by a sign wave curve-up and down. From the psychological perspective the occasional user can be termed 'passively conscious." They have been educated to the benefits of fitness and/or are aware of others' successes through exercise, but do not implement a program as often as they know they should. Fitness professionals most often hear, "I want to exercise but I just don't have the time."

The goals of fitness professionals are to make fitness and use of the fitness facility a higher priority in the lives of the occasional user. When people use the fitness center, they are investing their time. Fitness professionals are in competition with all other priorities, responsibilities and commitments in a person's life.

By providing programs which fulfill multiple personal needs, the frequency of use will be increased. Group exercise classes provide an added social benefit. Allowing family members to use fitness facilities provides quality time on the domestic front as well as an additional support group. Expanded hours of operation or even 24-hour access with a card key or pass key system will also enhance the utilization of this group.

Since this group has the knowledge and a basic understanding of fitness benefits, programs which create an environment where the individuals can motivate themselves to continue their pursuit of fitness should be a priority. Once this goal is established, a multitude of individual programs can cure the "motivationally paralyzed."

For example, the development of incentive goals (yearly—10,000 situps, 100 workouts, 1,000,000 stairs climbed; monthly—climb to Everest; bike across the state; workout—200 flights of stairs, 5 kilometer run, mini indoor triathlon) and recognition awards (special t-shirt, shorts, name on wall of fame, annual fitness feast)

reinforces and increases the participation of the occasional user.

#### **NONUSERS**

The nonusers (a.k.a. die-softs) represent the 20 percent of the population that fitness professionals do not see in the facility. They have no interest or inaccurately perceive themselves to be healthy. Many have poor lifestyle habits (smoking, inactivity, poor nutritional patterns, excess alcohol consumption, overeating). From the psychological perspective, the nonusers can be termed "unconscious." They are either unaware of the need for fitness and/or have misconceptions regarding a fitness regimen. Their little exercise experience has been extremely negative (mandatory physical education or military training).

"Be sensitive to the needs of all users. Sometimes, just acknowledging an individual's presence is more effective than an hour of personalized uninterrupted assistance."

The goal of the fitness professional is to keep an open door and maintain an open line of communication. You may not see them in the fitness facility, but you will see them around the building, in the cafeteria or in the parking lot. Treat them with respect. Don't alienate them with your kindness or your indifference. Promote/develop your health and wellness programs. Use your company newspaper to correct exercise fallacies and educate your employees about exercise quackery.

Fitness professionals can impact the lives of this group without having them use the fitness center. A rehabilitation program (orthopedic, low back, neck) or exclusive time designated for nonusers may actually get some unwilling nonusers into the program. Use of amenities like saunas, steam baths, whirlpools, and massage may be the first step into a fitness program for the nonuser group.

It is important to note that the percentage of heavy, occasional and nonusers is static—relatively fixed or constant. However, the population which composes each group is very dynamic, with individuals always changing groups as changes in their lives occur.

Marketing professionals build sales or new products by developing programs and promotions to build product trial. Every attempt is made to make the "first trial" a positive experience. The same concept holds true in marketing your fitness center. This is perhaps the single greatest challenge for the exercise leader—turn a potentially painful and boring activity into a positive experience, not just once but until the positive benefits of exercise outweigh the physical costs and the individual perceives success.

One caution! Be sensitive to the needs of all users. Sometimes, just acknowledging an individual's presence is more effective than an hour of personalized, uninterrupted assistance. There exists a dichotomy in any population between the "give me encouragement" group and the "leave me alone" group. The participant verbally or nonverbally will tell you what they want. All you need to do is listen, watch, and respond. Participants will excuse your first mistake, but repeat performances will result in negative experiences and lost members.

Are we reaching all of our employees with our fitness programs or are we just making the fit fitter? The answer lies in the variety of your programs and your participation/ utilization/attendance percentages. With regard to quality fitness programs, the answers are yes and

Carl Gulbronson has been employed in the field of corporate fitness/recreation for the past seven years and is currently the fitness coordinator of a major midwest NESRA member company.

## 47TH ANNUAL NESRA CONFERENCE AND EXHIBIT BUENA VISTA PALACE, LAKE BUENA VISTA

MAY 11-15, 1988

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(Please Use Separate Form For Each Registrant)

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Phone	Number	of Employees		
I am a Certified Employee Services &	Recreation Administrator (C	CESRA)	Leader (CESRL)	
Is this your first National NESR	A Conference?	Arrival Date	Departure_	
PLEASE FII	LL IN AS YOU WOULD	LIKE YOUR BADGE	E TO APPEAR	
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**IMPORTANT:** Please circle amount enclosed

	Prior to April 15, 1988	After April 15, 1988
Delegate-NESRA Member	\$275.00	\$300.00
Nonmember Delegate	\$295.00	\$320.00
Associate Member not Exhibiting	\$395.00	\$420.00
Commercial Attendee not Exhibiting	\$425.00	\$425.00
Spouse	\$140.00	\$150.00
Student	\$130.00	\$135.00
Retiree	\$ 75.00	\$ 75.00
*Continuing Education Program	\$100.00	\$100.00

\*The Continuing Education Program on Wednesday, May 11, 9 AM - 4 PM, will be "Implementing a No Smoking Policy in the Workplace." There is a separate registration fee of \$100 which is payable along with your conference fee.

Hotel accommodations are at the Buena Vista Palace. Daily rates are \$107.00 single or double. Look for further hotel details and reservation information with registration confirmation material. NESRA will maintain a list of attendees interested in sharing a room. If you are interested, please call NESRA Headquarters 312/562-8130.

Please include your check payable to NESRA. Advanced registration cannot be accepted without full payment in advance. Mail checks and registration form to: NESRA 2400 S. Downing, Westchester, IL 60153-5199.

Cancellation - Full registration will be refunded if cancellation is received postmarked not later than April 20, 1988. After this date, refund cannot be guaranteed.

Ouestions call: (312) 562-8130

# fitness/health update

# IMPLEMENTING A NO-SMOKING POLICY IN THE WORKPLACE

by Tamra Torres, CESRA

n 1986, the American Society of Personnel Directors, ASPA, published a report on "Smoking In The Workplace." A survey was sent to 1,967 ASPA members and 662 responses were received. Of those responding, 21 percent have a policy under consideration. Why do many companies have policies on smoking in the workplace under consideration? According to the ASPA study, three main reasons companies consider these policies are: 1) state or local laws 2) company concerns about employee health and/or comfort, 3) and employee complaints about smoke in the workplace.

Many of the policies regarding smoking in the workplace have been established within the past five years. Has your company considered implementing such a policy and you're not sure where to start? A wonderful opportunity for participating in a workshop that will focus on the process and concerns regarding this issue exists at this years' national conference.

A pre-conference seminar titled, "Implementing a No Smoking Policy In The Workplace," will be held on Wednesday, May 11, 1988. This all-day seminar will focus on all aspects of implementing a policy. Some of the highlights of the seminar are:

- The Effects of Passive Smoke. The surgeon general's report and other recently published medical studies will be presented on the effects of passive smoke. This information is valuable in the case for no-smoking policies.
- Designing an Employee Survey. Samples of surveys done at Texas Instruments will be discussed and the "dos and don'ts" of putting together a prepolicy survey will be presented.



- Developing a proposal and achieving management support. Our presenter will share several aspects of the proposals that were presented to Texas Instruments' management. He will also share how he worked through a committee of managers and employees to address their concerns and present them to management.
- Communication and Education. A timetable for the implementation of a policy and program will be shared. The positive communication of such a policy is vital to its acceptance and much emphasis will be given to this topic.
- Legal Issues and Concerns. What does the law say with regard to these policies? In this portion of the seminar you'll learn what you can and cannot do when implementing a policy.
- Supervisor Training. Materials used to educate TI management and supervisors will be shared with participants. Discussions on the role of a supervisor in the implementation of a policy will also be held.
- Smoking Cessation Programs. Introducing a no-smoking policy in the workplace leads to employee interest in kicking the habit. Types of programs

available on a national basis will be shared as well as what to look for in a program (cost consideration etc.).

• Potential Cost Savings. Recent studies will be shared with participants on tracking cost savings and the many avenues of savings a company can realize through implementation of a policy.

The speaker for this session will be Richard M. Brown, general manager of the Dallas Texins Association of Texas Instruments. Mr. Brown was instrumental in the Texas Instruments Clean Air Policy which was implemented in May, 1986. He is well versed on the subject and his experience in all aspects of a policy's implementation will provide you with the tools you need to get your own policy and program started.

To register, please include your check for an additional \$100 with your conference registration fee, payable to NESRA. Advanced registration cannot be accepted without full payment in advance. Mail checks and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL 60153. If you have not received your registration form, call headquarters (312-246-6813) to request one.

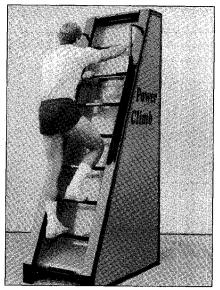
Upon completion of this seminar, you'll have all the tools necessary to approach your own management with a proposal and/or policy. The information is well worth the \$100 fee for the seminar.

Enrollment is limited, so call NESRA Headquarters now for more information.

Tamra Torres, CESRA, NESRA vice president of fitness health, is manager of employee services, recreation and fitness and Texas Instruments, Inc., Lewisville, Texas.

# new products/services

### **Power Climb Available**



Treco Products, Inc., introduces the PC 450 Power Climb, a new ladder climbing cardiovascular training system. Developed in conjunction with NASA research engineers, the PC 450 computer system, with CRT, accurately measures heart rate, rungs per minute, total rungs climbed, and time of exercise. Calories expended and other values are also displayed.

The PC 450 offers the user the option to select from several preset training modes or to use a sophisticated chest mounted heart rate monitor that interfaces with the computer to regulate the rung speed to maintain a desired heart rate.

Safe and easy to operate, the disappearing rungs gently place the user's feet on the floor when dismounting, preventing falling or stepping into midair. The Power Climb requires minimal maintenance and is built to withstand the rigors of continuous use.

For more information, contact Treco Products, Inc., 11846 Tug Boat Ln., Newport News, VA 23606, 800-368-2224.

## Multi-User Personnel Software Released

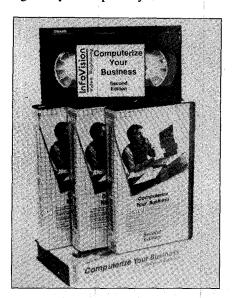
Abra Cadabra Software announces Version 5.5 of the ABRA 2000 Human Resources System for the IBM PC and compatibles. Among other additions, the main new feature of Version 5.5 is multi-user update to different employees at the same time, while allowing only one user at a time to update any particular employee.

The multi-user network option makes ABRA 2000 usable by much larger companies. Before the multi-user network Version was released, the size of the company it could handle was constrained by the number of users that could simultaneously access and update the data. Now, there's no practical limit. Multiple users may use the software in the same manner as a single user.

For more information, contact Abra Cadabra Software, 1894 Tanglewood Dr. N.E., St. Petersburg, FL 33702, 813-525-4400.

## Computer Videotape Offered

InfoVision announces the second edition of *Computerize Your Business*. This one-hour videotape, updated with completely current material, is the informational equivalent of several hours with a consultant. It helps those looking to buy a computer system to better



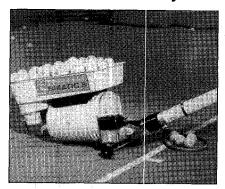
understand computer capabilities, features, purchasing options, and how to go about selecting and implementing a business computer system.

The video reveals common pitfalls

in computerization; how to get the most for your computer dollar, a step-by-step plan for computerization, an overview of general concepts, as well as many other time and money-saving tips. Available in Beta or VHS, Computerize Your Business offers an entertaining, convenient and cost-effective alternative to seminars and consultants.

For more information, contact InfoVision, Inc., 2040 Great Highway, San Francisco, CA 94116, 415-588-4041

## **New Tennis Accessory**



Tennis Plus, Ltd. introduces the new Lobmatic, a must for every tennis player and tennis program. It duplicates any shot; groundstroke, volley, lob, topspin, backspin and it even serves at random. The Lobmatic is equipped with a front oscillator to send balls at random with the possibility of presetting the angle of oscillation.

Lightweight and reasonably priced, the Lobmatic has a ball tray capacity of 123 balls and features a shot interval of 2-4-8 seconds. Constructed of durable A.B.S. plastic and aluminum, the Lobmatic weighs only 30 pounds and operates on 120 volt-10 amp. electrical input.

The Lobmatic, unlike other machines, can be easily converted to use racquetballs, allowing clubs and individual users to use it for racquetball practice or teaching purposes.

For more information, contact Tennis Plus, Ltd., 4909 Kent Ave., Montreal, Quebec H3W 1H6, Canada, 514-843-5302.

## Metabolic Weight Loss Program

The clinically proven Metabolic Weight Loss Program (MWLP) from Health Motivators International is now available to the fitness industry for the first time.

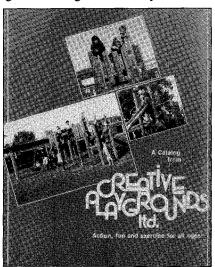
In less than five minutes this metabolic computer program determines an individual's metabolic pattern. MWLP presents a personalized plan to change or stabilize one's metabolism for weight loss and control.

The program helps the fitness industry provide a much desired service without the need for extra staff or staff time. MWLP is more than a plain diet program. It is a quick and effective way to enhance metabolism and reduce the frustration of trying to lose weight.

For more information, contact Health Motivators International, 13850 Twelve Mile Rd., Warren, MI 48093, 313-778-1010.

## **New Playground Catalog**

The 1988 Creative Playgrounds, Ltd. catalog, displaying play systems, exercise courses and site amenities, is now available. All creative playgrounds are imaginative, flexible, expandable, rugged and designed for safety.



Constructed of Southern pine and redwood, famous for its strength, appearance and endurance, creative play-

grounds are precut, predrilled and finished for easy assembly and maintenance.

The versatile modular construction allows freedom to expand at any time to meet usage and budget needs. This company will provide service from beginning to end.

For more information, contact Creative Playgrounds, Ltd., P.O. Box 431, Sun Prairie, WI 53590, 608-837-7363.

## Low-impact Running Surface



Robert Godfrey, Ltd., announces the Fibar System for Footpaths, a patented system of scientifically-engineered and manufactured wood fibers proven to reduce training injuries to thoroughbred race horses, that can now be utilized by runners.

The surface is a resilient, low-impact alternative to concrete or asphalt, both of which are known to be hard on runners because of their bone-jarring concussion.

The Fibar System can be laid over almost any sort of sub-surface. Once installed, it blends into the landscape and needs only minimal maintenance.

Recreation facilities, schools, and parks should be attracted by its cost, which may be lower than asphalt in some cases.

For more information, contact Robert Godfrey, Ltd., 823 West St., Harrison, NY 10528, 800-342-2721 or 914-835-1511.

## Personalized Bags of Popcorn

As a healthy alternative to candy and cookie holiday gifts, Gourmet Industries, Inc. offers popping corn in personalized bags.

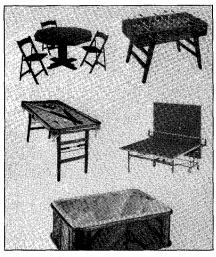
Have your company name or company store name printed within the barrel design on the bags. Any two-line message can be printed, up to a maximum of 17 characters on the first line and 12 characters on the second.

Each bag, made of imported osnaburg, contains four ounces of popping corn—the amount required for most poppers. The bags are packed in an easy-to-wrap box with a copy of The Official Guide of Popology and Superb Recipes.

For more information, contact Gourmet Industries, Inc., Rural Route 1, Box 43, Monon, IN 47959, 800-321-3177, 219-253-8109.

## **New Recreational Catalog**

VP & S Recreational Center an-



nounces its complete catalog of recreation supplies for recreation complexes, hotels, resorts and any organization with a recreation program.

The 1988 catalog features a complete line of continental spas, pool supplies and accessories, American and English dartboards, and a large selection of shuffleboard tables, and fussball

## **NESRA PUBLICATIONS**

## Program Growth Ideas—2nd Edition (New)

This 2nd Edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much more.

Member Price—\$20.00 Non-Member Price—\$30.00

# An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price-\$25.00

## Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

Member Price—\$21.00 Non-Member Price—\$26.00

## The Best Child-Care Option For Your Employees (New)

This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95 Non-Member Price—\$11.95

# Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

Member Price—\$20.00 Non-Member Price—\$40.00

## **Employee Services Management Magazine**

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

1 year—\$27.00 2 years—\$46.00

3 years-\$65.00

Add \$5.00 (U.S.) per year for foreign subscriptions.

## Recreation Trends Toward the Year 2000 (New)

This data based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

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## Motorola's Recreational Manual

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Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

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Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeff Cornish—(206) 924-2426.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

Tri-County Industrial Recreation Council/Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

#### **CONFERENCES & EXHIBITS**

The 1988 NESRA Conference and Exhibit will be held May 11-15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

September 15-17, 1988. NESRA Region III Conference and Exhibit. Northfield Hilton Inn, Troy, Michigan. Contact Gary Roehl—(313) 496-5773.

September 22-25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

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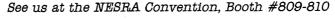
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## In this issue .

- Consider employee services as the umbrella which covers fitness, recreation, health promotion, wellness, discounts, and anything else that contributes to the total well-being of employees. Now consider the fact that each element under the ES umbrella is really interchangeable and part of the other, (i.e., what is a fitness activity for one may be purely recreation for the other). Turn to this month's cover story, "Employee Services: A Whole in One" to understand the relationship between the services you offer and how they work together to promote holistic health as one overall package.
- A corporate drawing program is one such state-of-the-art offering that improves the well-being of employees. Progressive employers are taking advantage of the benefits of visualization—seeing alternatives in the mind's eye and having the opportunity to manipulate possibilities. Drawing becomes a demonstration of choice-making and leads to confidence, self-control and stress-reduction. Read "Drawing as a Tool for Personal and Corporate Growth" to find the details of how and why to offer this type of program.
- A new role is in order for all employee services and recreation industry professionals—that of functioning as futurists within their own organizations. Given the accelerating rate of change, having a simplistic orientation of short-term immediacy to one's work is no longer practical. Turn to "Managers as Futurists: Addressing Changing Employee Needs" to learn how to anticipate future events, weigh the predicted consequences and make decisions accordingly.
- Volunteers are often the core of many employee associations. Although enthusiasm and commitment have remained high, challenges faced by this group have increased over time. Read "NESRA Volunteers: Ready and Willing" to learn what the results of a NESRA survey and follow-up interviews revealed.
- Also in this issue, meet Dan Tellep, NESRA's 1988 Employer of the Year; find out the possibilities of involving the family in corporate walking programs in this month's Fitness/Health Update; evaluate the level of service with which you deliver your programs by reading Viewpoint; and read the ESM Bulletin to get a few tips for reducing liability risks when serving alcohol at your next function.

## Next issue

• HEALTH FAIRS • PERSONAL SAFETY PROGRAMS • PARLIAMENTARY PROCEDURES FOR RUNNING EMPLOYEE ASSOCIATIONS • THE FUTURE OF TRAVEL

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$27 annually (2 years/\$46, 3 years/\$65) or \$3 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office.

## NESRA

## Services and Activities

## Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

## Services and Activities

EMPLOYEE SERVICES MAN-AGEMENT—Published 10 times a year. A stimulating, useful, howto-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EM-PLOYEE SERVICES MANAGE-MENT, Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports

NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

## Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

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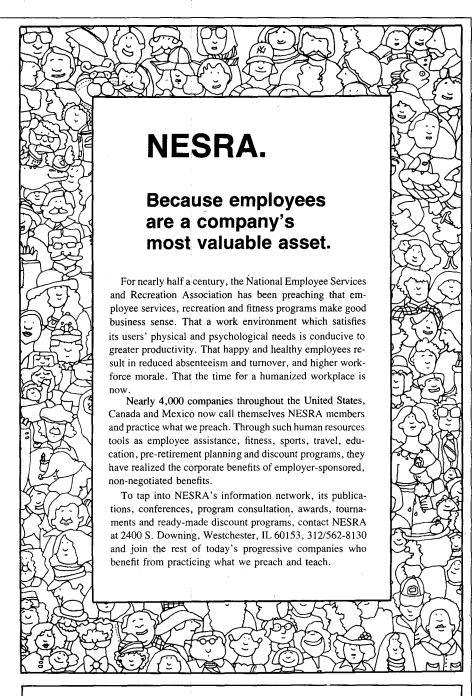
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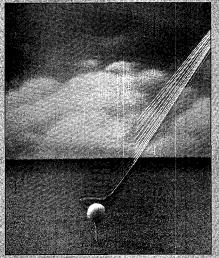


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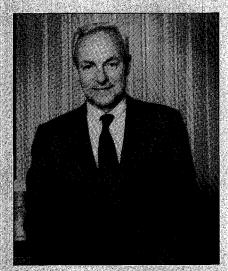
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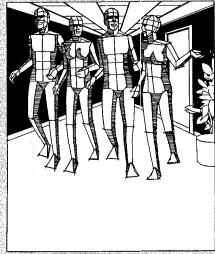
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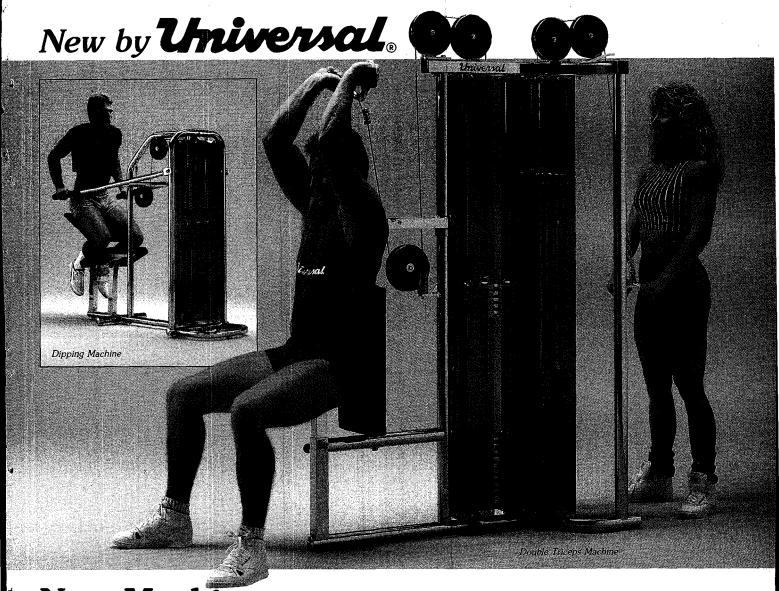
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Member Price—\$20.00 Non-Member Price—\$30.00

# An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

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## Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

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## The Best Child-Care Option For Your Employees (New)

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## **Serving Alcohol at Company Events**

With the amount of lawsuits on the rise, some companies are recognizing the need for protection against liability when serving alcohol at company functions.

"There is no question in law that if an employee drinks at a company party on company premises and then is involved in an auto accident, the company is liable," says Dick Bickerton of the Association of Labor—Management Administrators and Consultants on Alcoholism, Inc. (ALMACA).

Yet, out of 100 responses to a NESRA company picnic survey conducted in March, only 8 percent have some sort of liability coverage and of those that do, 2 percent of the companies hold the insurance while 4 percent rely on caterers to be insured and 2 percent rely on the site to be insured.

To find out more about companies' alcohol policies, NESRA headquarters conducted a small, random poll using company picnics as an example of an event at which alcohol could be served. The findings are below.

**Alcohol Policies:** Of those polled, half served alcohol while the other half did not. Those serving alcohol had the following policies:

At a Washington company one survey respondent said, "If alcohol is present, we have to serve it with bartenders who are certified through a course sponsored by the company and a State Liquor Control Board. These bartenders give the company more control over minors and they regulate when to stop serving."

A Minnesota company requests that management be in attendance and the company "plays a reminder role, not a policing role."

An employee of a Michigan company says, "Our alcohol policy centers around moderation. Drinking is prohibited on corporate premises during company time. Employees are expected to use alcohol in moderation, if at all."

Of those who don't serve alcohol, one Colorado company's policy is simply that they never serve alcohol at events and they never will, while an employee of an Ohio company had these remarks:

"Our overall company alcohol policy is that anyone who is going to have a company function must monitor the servers and the drinkers and must provide transportation. Since there are so many people to monitor, last year we did not serve alcohol at our picnic and we will not this year. The legal and moral implications are too great—it's not worth the risk."

The issue of liability had an impact on a New Jersey company. The respondent said, "We didn't have a picnic

last year because of liability—not necessarily the alcohol liability, but it did play a part in it. We would have had to take out one-day-event insurance which would have covered our large deductible—I don't know if the insurance would have covered accidents caused by the influence of alcohol."

Those polled did not feel that their company policies were the result of state or city restraints but that they were developed by the company, itself. Neither alcohol servers nor non-alcohol servers thought their company's policy was unique in their area. One Colorado non-alcohol serving company said, "I don't know of any companies that do serve alcohol at picnics."

Liability Coverage: Employees of those companies polled serving alcohol had varied responses regarding their alcohol liability coverage. When asked, "If you serve liquor, how are you protected from liability," respondents answered the following:

"I don't believe we are covered—that's why only certified pourers can serve liquor. They know when to stop serving. I don't really know if we are protected against liability but we make every effort to be reasonably cautious . . . We always feel shaky about serving alcohol—it seems you're never protected," one Washington employee said.

"We have liability insurance, and the company is protecting itself by having a policy," one Minnesota employee said.

"The statement of our alcohol policy is the only protection against liability we are aware of," a Michigan employee respondent said.

Those serving alcohol usually serve only beer, but one Minnesota company allows its employees to also bring wine, while other companies do not allow outside alcohol at functions because it can be better controlled if it is served by the company and because it could be served at low cost.

#### **Additional Precautions:**

- Providing transportation/designated drivers
- Using different colored wristbands to distinguish minors from adults
- Having managers and servers regulate those drinking.
   Having management be designated drivers and be given ultimate responsibility
- Having a security force on duty
- Announcing reminders over the P.A. system promoting moderation
- Closing the bar early and serving coffee near the end of an event

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## **Responsible Hosting Checklist**

- Do your planning well ahead of time. Decide on nonalcoholic recipes and whether alcohol will be served.
- If alcohol is being served, limit your cocktail time to less than an hour or close the bar an hour or so before the end of the event and provide food.
- Check out the facilities. Make sure the room is comfortably arranged, but not divided into "alcohol" and "no alcohol" sections.
- Make sure guests know there are nonalcoholic drinks available. Place posters and banners near the bar announcing the nonalcoholic beverages.
- Make arrangements for an activity or some form of entertainment so that drinking is not the focus of the event.
- Provide high-protein, nonsalty snacks for your guests.
- Talk with the bartender(s) ahead of time to ensure that nonalcoholic drinks are attractively prepared. If alcohol is served, make sure they do not mix doubles or serve extra alcohol.
- If necessary, arrange lodging for those unable to make the trip home safely.
- Show concern, not amusement, for guests who've "had too much." This conveys that you are a responsible host who encourages others to know their limits.
- Have someone in a position of responsibility on hand at the event to ensure there are no problems. Remember: they're your guests and you can be held liable for their intoxicated behavior.
- When planning an event, it may prove helpful to circulate a memo to all attendees prior to the event indicating that a caution is being extended regarding drinking in moderation.
- Have someone at the door to watch everyone as they depart in order to lend assistance to anyone who appears to be unable to drive.
- Check with your insurance agent relative to your liability.
- Have the event off-site to place liability with a third party.
- Send the caterer a letter indicating that you wish the bartender to use good judgment in serving to individuals who appear to be consuming too much.

Source: Minnesota Prevention Resource Center, Anoka, Minnesota



# news in brief

#### **Golfing Boom**

The changes in the workforce and other factors may cause golf to increase in popularity with between 4 and 28 million new players on the greens by the year 2000, reports the March, 1988 issue of Club Industry.

The following indicators suggest a golfing boom:

- People will begin retiring at a younger age with more time and energy for golfing.
- With the increasing numbers of people over 40, one expert says, "American age-structure changes alone will produce over 2 million new golfers."
- Workweeks will shorten, allowing more women and minorities to play the traditionally white-male sport.
- In the past several years, golf participation has been on the rise at an average annual rate of 3 to 5 percent.

These figures are based on the assumption that the economy will continue to grow at a slow but steady

Companies planning to construct fitness facilities may also consider developing golf courses to help accommodate the projected high demand for such facilities.

#### **Unsatisfactory Child Care**

A recent survey shows that only 18 percent of women polled are satisfied with their child care arrangements and many of those 2,304 women pay \$62 a week for this service, reports a March, 1988 issue of USA Today.

The 11 percent who pay (over \$100 a week) for in-home child care are most satisfied.

Alternative child care options in use include:

- Family-run day-care home (38 percent)
- Day-care center or pre-school (30 percent)
- Caregiver's home (13 percent)
- Relative's home (8 percent)

Of those polled, 44 percent pay \$50 or less a week and 40 percent pay \$51 to \$100 a week.

The survey also addressed maternity leaves revealing the following:

- 63 percent had paid maternity leaves averaging 2.6 months
- 28 percent only had unpaid leaves
- 21 percent combined both Official "sick child" days are offered to 28 percent of the respondents.

What is the solution to finding high-quality child care? Sixteen percent of the women polled say quitting their jobs is the perfect solution.

#### **Help for Workaholics**

Eighty-five percent of executives attending seminars on the value of leisure time say that a sense of guilt prevents them from enjoying themselves, causing them to avoid participation in leisure activities, reports the March, 1988 issue of Nation's Business.

Psychologists believe that although workaholics may be reliable and productive, they are likely to be inefficient, unimaginative and selfdestructive. They may also lose their verve, creativity and excitement over challenges. To achieve the greatest success, workaholics must establish a balance between work and play.

Even after accepting this, some workaholics may suffer from anhedonia, the inability to feel pleasure after pleasure has been postponed too long, and they may need help having fun.

To overcome anhedonia in overworked employees and to rediscover what is fun for them, offer

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## news in brief

#### these steps:

- List three activities that would complete this sentence, "If I only had enough time to . . ."
- If you only had three weeks to live, list the five activities you would most like to do.
- List the activities that get you excited.
- Decide what conversation subjects spark your enthusiasm.
- Discover if you have more fun with people you know or meeting new people.
- Write down whether you prefer physical or mental activity.
- If you are relatively inactive on the job all day, choose a physically active form of recreation.
- Choose activities which give you a chance to excel.
- Do nothing if you feel like it and don't feel guilty. It will be a refreshing change of pace.

By following these steps and answering the above questions workaholics will have a good indication of the leisure activities for which they are best suited. When choosing a leisure activity, have them choose something that fascinates them personally. The activity should have a purpose, it should challenge their abilities, and it should make them feel competent.

Workaholics can become more efficient, imaginative, and productive at work by developing their play skills.

#### **Encourage Volunteers**

A survey on volunteerism shows that American workers are more likely to volunteer if employers encourage their involvement, reports the Fall/Winter issue of *The Workplace in the Community* newsletter.

The survey, conducted by a major

department store, sampled approximately 1,000 individuals nationwide. Results indicate that 48 percent have been involved in volunteer work in the past year.

Of those respondents, 56 percent hold full or part-time paid jobs. Twenty-one percent of these were encouraged to volunteer by employers while 79 percent were not.

Of those encouraged, 60 percent volunteer and 39 percent who do not receive encouragement actually volunteer.

The survey also addressed those who did not volunteer. Some of the most frequently provided reasons for not volunteering include the following:

- Personal schedules are too full
- The worry of not being able to honor the commitment overwhelms people
- Many were unaware of how to volunteer



Non-volunteers suggest the following incentives for enlisting potential volunteers:

- offer short-term assignments
- provide a friend or a group with whom to volunteer
- offer training to be a volunteer
- create volunteer work in which family members could also be involved.

"The survey results provide valuable information about volunteer motivations and the potential for increased involvement," says a vice president for workplace programs. "They are especially relevant to

companies considering the development of organized employee volunteer programs."

#### **Road Trip Costs**

On the average, a vacation for four people traveling by car, truck or recreational vehicle will cost an additional \$14 a day this year according to a March issue of *USA Today*.

This rise from \$178 last year to \$192 a day this year includes meals, lodging, gas and oil. Cocktails, souvenirs and sightseeing are additional expenses.

Although gasoline increases have been minimal, 23 states may put additional gas taxes (five cents per gallon) in effect which could cause gas prices to increase.

It is estimated that 82 percent of the vacations taken between Memorial Day and Labor Day are by motor vehicle. In 1988, a four percent hike is expected to top the 241.3 million trips made in 1987 by people traveling more than 100 miles from home.

To guarantee lodging during this increasingly busy season, plan ahead and make reservations early, especially for national parks and other sites which tend to fill up early.

## Outside Training for Inside the Office

Outdoor executive programs

teaching managers to literally "go out on a limb" are a new trend in management training, reports a February, 1988 issue of the Wall Street Journal.

Executives are hoping that the use of wilderness programs like ropes courses, mountain climbing and river rafting will show managers that risk-taking in management is encouraged. Being 30 feet in the trees on a ropes course, managers learn that risks are more perceived than real, and equipped with safety harnesses, falling only results in a scary moment or a bruised ego.

The theory behind such courses is that the managers will learn to trust the safety gear and then attempt to do things that would otherwise appear dangerous.

If the managers succeed, they come away feeling strong and competent, and if they fail, they realize that failing isn't so bad after all (assuming the safety system works). Then, the managers will be able to apply these principles with a fresh perspective to matters at the workplace.

"Soft" outdoor training is also available which puts executives in a base camp with good food and soft beds where the program is shorter and practical training is mixed with classroom instructions.

Some concerns about outdoor programs are that they may actually be exotic ego-building junkets presented as management training, or they may not be cost effective or they simply offer thrills but no follow-up to make a transition from the wilderness to the workplace. Safety is also a concern, despite the safety measures.

For the most part, these courses have good records for preventing physical harm, but some say they may not prevent psychological hurt for those who suffer the embarrassment of displaying signs of fear of heights in front of coworkers. Some argue that one's fear of heights does not mean he/she is a bad employee.

Despite criticism, these outdoor



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# news in brief

programs are gaining popularity with as many as 20,000 American executives who have gone through similar programs last year. This is twice as many participants than just two years ago and most participating companies swear by these excursions.

Another way executives are teaching their employees to take risks is by promoting professional risk-takers—athletes, at company events. Quarterbacks and coaches are giving motivating speeches on how to be competitive and how to win. They tell employees that to be a winner, they must look like one and act like one.

Executives have mixed opinions about the effectiveness of these speakers. Some feel they help "fire up" a direct sales team but that their appeal is limited. Other executives feel that the message to win and to be successful is universal and can be

successfully carried over from sports to business.

#### Smoking Policies: The Corporate Majority

The percentage of companies with smoking policies has grown by a third over the past year. A majority of companies now have policies regulating smoking in the office, and more than one out of ten don't allow it at all, according to a recent survey conducted by the Administrative Management Society Foundation, Trevose, PA.

Fifty-seven percent of the survey respondents say that their offices have smoking policies, up from 42 percent a year ago. The number of companies with smoking policies has grown fourfold since 1980 when 16 percent had them. The survey was conducted of over 500 AMS member

companies of all types and sizes across the country, with 372 managers responding.

More managers, both smokers and nonsmokers, now see office smoking as a productivity problem, the survey found. Sixty-two percent of all respondents believe that smoking reduces productivity, up from 57 percent a year ago. However, only 27 percent of the smokers feel this way, compared to 73 percent of the nonsmokers. Interestingly, however, the number of smokers agreeing that smoking reduces productivity jumped nine percentage points from 18 percent last survey.

Hallways/aisles, meeting rooms and places of public contact such as reception areas were among the top three smoking-restricted areas. The number of companies restricting smoking in all areas rose from 8 percent in the last survey to 14 percent this time.

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#### **Room Rates**

A new computer system may now allow travelers to shop for low hotel room rates just as they now shop for low air fares, reports a March, 1988 issue of *USA Today*.

A hotel with an extensive computer system can predict the demand for its rooms day by day or even hour by hour, and then adjust its rates accordingly. This way, when demand is projected to be low at a certain time, the prices will be lowered to fill rooms that would otherwise go empty.

This system, called "Yield Management," will have the same effect on the hospitality industry as it did on the airline industry; it will cause fluctuating fares and make more discounts available. Similar to airlines, some hotels are now offering discounts for reservations made early, beginning what may be another trend in room-rate pricing.

"Just because you call a hotel one day and are quoted a rate of \$150 doesn't mean you can't call up five days later and get a rate of \$120 potentially on the same room," explains one hotel executive.

The changing room rates will also be detected by travel agents' computer systems.

It is predicted that all major hotels will be using this system within the next two years and travelers will be shopping around for the best deals.

### **Health Surveys**

Although most of the health-risk studies in the U.S. have been done on the general population, according to an article in the *Journal of Occupational Medicine* (25(6); 471–474), the prevalence of employee health problems is so similar, health surveys at work rarely provide additional information.

Statistically, if there are 100 people in your company or department . . .

- 27 have cardiovascular disease
- 24 have high blood pressure

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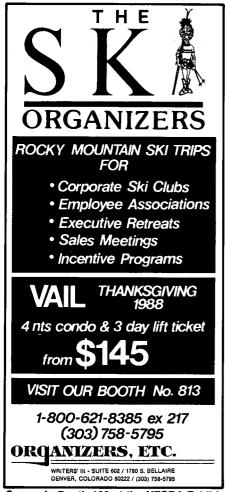
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# news in brief

- 50 or more have an elevated blood cholesterol level (over 200
- 20 are overweight by 20 percent or more
- 30 still smoke
- 10 are "heavy drinkers" (two drinks or more of beer, wine or liquor a day)
- 60 don't wear their seat belts regularly
- 60 are sedentary (they don't get 20 minutes of aerobic exercise. at least every other day)
- 50 feel they're under moderate stress
- 7 use marijuana
- 1 uses cocaine
- 5 have diagnosed diabetes: another 5 have undiagnosed diabetes
- Half of the women haven't had a Pap smear within the year
- One-third of the women don't perform breast self-exams regularly

Reprinted with permission from The Hope Healthletter, March, 1988. Copyrighted © 1988 by The Bob Hope Heart Research Institution, Seattle, WA. All rights reserved.

### Healthy Flying

Frequent flyers should take precautions to limit their higher tendency to suffer aches and pains caused by flying, suggests the March, 1988 issue of Frequent

Sitting properly while on the plane is one way to prevent achiness. It's important to keep the bulkiest part of the muscles at the back of the thigh—the hamstring, off the seat.

To do this, slightly elevate the feet by resting them on a briefcase or a carry-on bag. This will shift the weight to lengthen the lumbar spine.

Avoid crossing the legs because this will actually contribute to aches and pains while it displaces body weight and throws the body out-ofline.

Some airlines are helping their passengers prevent such discomforts by showing videos of exercises passengers can perform while being buckled in their seats during flight. Audio exercises through headphones are also offered by some airlines.

If such programs are not offered, passengers can take it upon themselves to relieve some back tension by leaning forward for 10 seconds and pretending to search for something in their briefcase.

In a plane cabin, the air contains only 10 percent humidity which causes it to age the skin. Carrying a spritzer bottle and moisturizing creams to apply to the skin for long trips, or using a light coat of Vaseline on the face can help.

Those with a toothache can expect to experience more pain while flying. At high altitudes air expands and then contracts as the plane nears the ground. The gas in the tooth's cavity will be expanded and contracted which may cause discomfort.

It is also common for passengers' feet and ankles to swell during flight. Flexing calves, wiggling toes, rotating feet and walking around from time to time can prevent swelling.

Those who travel regularly may get sick more often. They can catch flus, colds and upper respiratory tract infections because of the large amount of people trapped within a small space reusing the limited amount of air. One doctor suggests that flyers take a decongestant before boarding the plane. Also, drinking alcohol during flight is not a good idea since liquor is proven to slow down the body's defense mechanism, making one prone to illness.

One way to lessen aches and pains due to flying is to avoid flying under certain conditions. Try not to fly if you suffer from the following: blocked ears, a bad cold, heart attack within the last month, jaws wired together, severe pulmonary disease like emphysema or a punctured lung. Also if you are beyond the eighth month of pregnancy or have gone scuba diving within the past 24 hours, avoid flying.

# EMPLOYEE SERVICES: A Whole in One

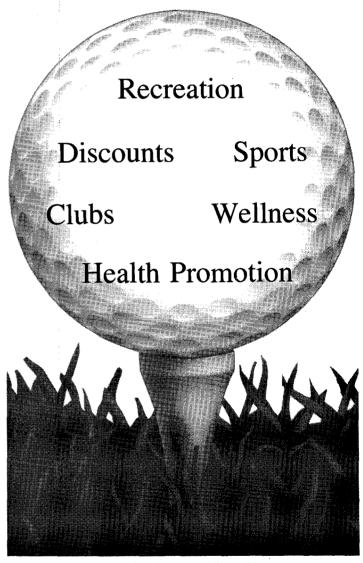
by Stephen W. Edgerton, CESRA

Management, the featured story was a tracking of the history of industrial recreation, physical fitness programs & employee services as we know them today. That history took us from the early days of industrial recreation where the emphasis was on team sports, club groups, and community involvement. Then to the physical fitness craze/fad (or so we thought) of the 70s, when Frank Shorter won the Olympic Marathon, and books dealing with every aspect of fitness were as numerous as the walkers and joggers on the roads. Finally, on to the period of wellness and health promotion that originated from the scary escalation of health-care costs for American industries.

The interesting phenomena of this historic progression is that none of the elements ever went away. Recreation, and its related activity, was not replaced by physical fitness programs and fitness programs were not the forerunners of wellness and health promotion. All of these elements grew at an alarming rate in conjunction with each other and because of each other. Recreation, in every arena that it is offered (municipal departments, governmental agencies, commercial organizations and industry), has grown at a steady rate and is only limited by the facilities that an organization can devote to it. Physical fitness can certainly no longer be considered a fad or a craze. It qualifies as a legitimate trend in the American way of life. The wellness and health promotion business, although the relatively new kid on the block, certainly appears to be here to stay as the need for it increases. Later in this article we will explore how one element really begets the others.

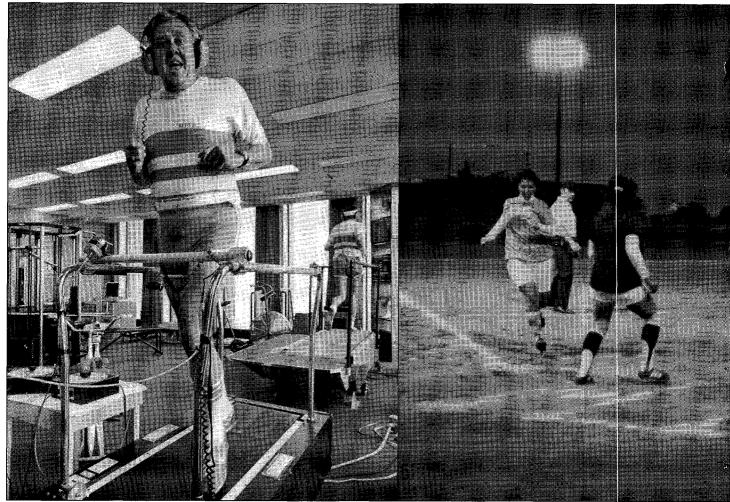
As these major groupings emerged, employees began requesting services that were difficult to define. Services that were previously offered by governmental organizations, commercial concerns, fraternal groups, churches and school districts were among these requests.

As tax dollars, federal assistance and small business subsidies declined, the offerings by these agencies also declined. These included adult team sports that were



increasingly unavailable due to public facility usage by towns and cities (primarily for youth programs). Also affected were off-the-job education opportunities (adult education) that were not offered or offered less frequently by school districts. As individual dollars took the same path as governmental dollars, the most often heard request was, "Where can I get a good deal on . . .?"

Another interesting thought about this evolution is that at one time or another administrators of programs have said to themselves or to potential customers, "No. We don't provide that service; we are a recreation



These Xerox employees (family members) illustrate that recreation, fitness, leisure time with family and social interaction through team sports are all interchangeable and/or a part of each other.

department," or "Sorry, we do not provide that activity; we are concerned only with the physical fitness of our clients," or more recently, "We are not equipped to offer either a recreation or a physical fitness program; we are going to concentrate on educating our employees and urging them to positively influence their personal health and lifestyle." There are times that those same administrators have asked the \$64,000 question, "What are we really?"

In the good old school days format that question might have read something like this:

The services that our department offers are:

- ☐ Recreation Services
- ☐ Discount Services
- ☐ Physical Fitness Services
- ☐ Travel Services
- ☐ Health Education Services
- ☐ All of the Above

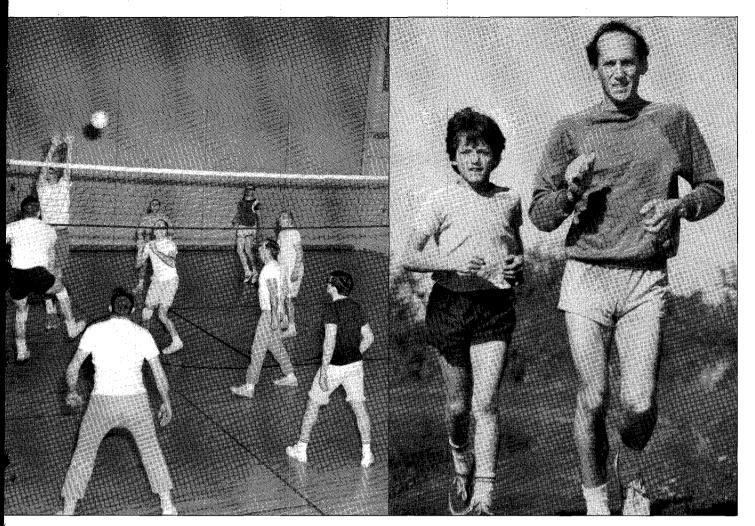
No doubt, you noticed that in Question #1 there is no box marked employee services. In reality that choice is there; it is the last box, all of the above. In fact, it would be difficult in this space to list all those things that are or could be included in "all of the above." Employee services are all of those things that you, your company and your program offer to your employees. If you allow yourself the definition that employee services are those

"If you define employee services as those sevices offered by an organization that are designed to benefit its employees, it is difficult to define what is not an employee service."

services offered by an organization that are designed to benefit its employees, it would be very difficult to define what is not an employee service.

Let us look at the ways all these services interrelate, overlap and combine to offer your employees an extremely important benefit package. Keep in mind that facilities, staff, etc., are not a necessity to offer this package. If corporations only offer their people the opportunity to access these services, they remain an excellent benefit. A brief and perhaps oversimplified understanding of each particular category follows.

**Health Promotion:** The educational and/or awareness program offered by corporations designed to bring health-



related materials to the workplace. Materials generally focus on self-help resources that pertain to major health issues (i.e., heart disease, cancer, hypertension). Employees and their families can utilize this information to prevent and/or detect those disorders. Information is communicated in a number of ways but generally with newsletters, bulletins, tent cards, contests or availability in high traffic areas.

**Recreation:** This grouping is almost as encompassing a term as employee services but for our use let's define its scope as all sports, special interest club groups, instructional (non-job related) programs, special events, travel and retiree programming.

Physical Fitness: Usually considered to be the formal inhouse program that is dedicated to the improvement of cardiovascular performance, strength, flexibility and body composition. Further definition would place fitness activities as those that are undertaken for 20–30 minute duration; repetitive in nature using the large muscle groups of the body that maintain a person's heart/pulse rate at a specified frequency for that length of time. The primary emphasis is cardiovascular training and the prevention or stabilization of heart disease risk factors.

Discounts: It is an expectation of employee populations

that whatever service your department offers, it will be at a discount of some level. Indeed, that is a reasonable expectation. There are not many services that we would offer if they were available to the general public at the same price. There are exceptions to this rule, but this is the case for most discount offerings.

Discount programs are generally considered to be ticket items, coupons to be redeemed for a savings, or books that contain a number of discount opportunities. Do you measure the amount of money you save an employee and his family on an annual basis? This is one of the easily measured values of all the services that you may be offering. For a department that offers a diverse, wide-appealing discount program, the amount of dollars saved by employees can be a powerful number for justification and concrete proof of the value of your services to the employee. Don't restrict this measurement to just your discount offerings. The impact of savings may be even greater in the other areas of your business.

There are certainly large numbers of services that have not been mentioned in these general categories. Where do you group your services like the blood drive, the van pool, the United Way, safety shoes, safety glasses, service recognition awards and banquets, child care, eldercare, etc? These also would be very difficult

to place in a previously defined category.

These services do, in fact, benefit the employee, retiree, family member and therefore fall under our expanded definition of employee services: "those services offered by an organization that are designed to benefit its employees."

Earlier we mentioned how each of the major elements—health promotion, recreation and physical fitness—seem to beget the other. Every corporation or organization that provides services related to these areas started out concentrating its offerings in one element or another.

Generally, an organization starts its program in one area for a specific reason: facilities that already exist lend themselves to physical fitness or to a specific recreation activity; a top executive has a particular interest in fitness or a recreation activity.

The corporation sees the value of offering "something" and decides to start the health promotion type program that is not facility-related. Let us go through what might be called a domino-effect scenario that shows an example of how these services spawn the others.

In many cases, the scenario begins with a social gathering, such as a company picnic. This history of employee services and recreation reminds us that in the 1800s, the very first offerings included company picnics, formation of sports teams, club houses or recreation rooms for social gatherings, etc.

As employees began to socialize at such events, the formation of more special-interest groups/clubs naturally followed. Of course, those that were interested in fitness-related activities requested the equipment and facilities needed. As groups gathered for fitness/recreation activities, the need for more information and programs was discussed and requested. At the same time, overall health awareness became popular nationwide, causing the interest in wellness and need for programs to expand.

Discounts have always been a natural counterpart of this progression. From the start, social gatherings/outings were offered at lower prices to employees in order to encourage participation. Discount services started to grow as employee requests were made for items/services needed for their special-interest groups (i.e., T-shirts/uniforms for team sports, camera equipment for a photography club). Now, discount programs have flourished as employees' need for time and convenience has been addressed.

In newer companies the scenario may begin with health promotion. For example, company A starts its program with the health promotion phase and begins to use its existing communication network to bring health-related material to the work place. Response from the employees is excellent because the organization has taken the time to present the information effectively, to provide incentives for employees to participate in, and to administer special programs to highlight the importance of monitoring personal health behaviors—and they have followed through on data gathered from that employee base.

The areas they have begun to educate employees in are nutrition, lower back care, stress management, smoking cessation and exercise. The employees and their families now begin to be somewhat knowledgeable about the value of regular exercise, eating properly and managing their stress.

"It is difficult to define the difference between a recreation and a fitness activity. Both contain the same elements as the other: competition, goal-setting, group participation and enjoyment."

In order to make full use of this knowledge they begin to request more information and at the same time, more services. Now there is a group that is interested in fitness classes, a group that would like to see a nutrition class offered at lunch time, and another group that would like a stress management seminar or time management class.

You are not equipped to satisfy these requests but you are able to provide the resources outside the company for your people. The word is now out that these services are being made available, (probably at a discount). Interest continues to grow and the next request is apt to be for locker/shower areas so that employees can exercise on their lunch hour and not just after work.

One of the very positive side effects of this hypothetical situation is the formation of employee groups. Employees from all aspects of the business are getting together for reasons other than work. From this group-dynamic situation come the next requests for your services.

Small groups spawn bowling teams, softball teams, racquetball, tennis and golf matches, chess and bridge games, ski days, etc., etc. Once again you become a referral agency in order to offer those services.

The next request will undoubtedly be for financial help from the corporation for some of these activities. Depending upon the size of the company and the number of employees, these requests could turn into staff and facilities that are committed to these services. Even if the number of people do not justify that level of expense and committment, the access to these services is still a benefit for your people.

There is one very clear example in the commercial field of recreation that illustrates the overlapping and the evolution that was developed in the example above. The tennis boom, one of the longest lasting fads or crazes, has finally settled into a reasonable growth pattern. At the height of its popularity (all through the '70s) tennis

facilities, both indoor and out, were being built at a record pace. Many of you are aware of what those "pure" tennis facilities look like today.

In many cases, at least half of the tennis courts have been converted to racquetball, handball and squash courts (many double as wallyball courts). Space previously dedicated to tennis courts now is lined with the latest in weight and aerobic fitness equipment. Space is also provided for aerobic dance classes and other group activities. In addition, many of the clubs provide seminars and workshops for its members on the subjects of diet, nutrition and stress management.

There is also a very close relationship between these services on an individual level. It is extremely difficult to define the difference between a recreation activity and a fitness activity. A three-mile run may be a fitness activity for one person but a recreational pursuit for another. The full-court basketball game may be recreation for one and a fitness workout for another. It is possible to enjoy an activity and still gain fitness benefits from it.

There are a number of sports that have the potential to be fitness activities because of the physiological benefits derived from them. Some of those sports are basketball, soccer, racquetball, squash, handball, singles tennis, platform tennis and cross country skiing. Both fitness and recreation activities contain the same elements as the other; competition, goal setting, group participation and enjoyment. Depending on the individual, one might experience all of those factors in his/her particular activity.

To take this one step further, even the discount programs that are offered tend to promote a healthy, active lifestyle. Most of the discounts offered by a department involve going out and doing something. It could be a theme park day, a ski night, a craft fair, a sporting event, etc.

The Journal of the American Medical Association reports that leisure activities such as walking, yard work, golf and bowling—even when done in moderation—decrease the risk of heart disease as much as 63 percent in middle-aged men. In fact, in a survey of 12,138 men, those who were moderately active for approximately 45 minutes a day experienced fewer heart attacks than men who exercised strenuously. Of course, those who didn't participate in any leisure activities or exercise had the highest rate of heart problems.

All of these services are aimed at the employee and his family. Everything that you do is to assist your employees in the use of their leisure time or to enhance their ability to use it actively and constructively. The result of all of these services is employees with improved holistic health—physical, mental and social.

Stephen W. Edgerton, CESRA, is manager, Xerox Recreation Fitness Services, Webster, New York.



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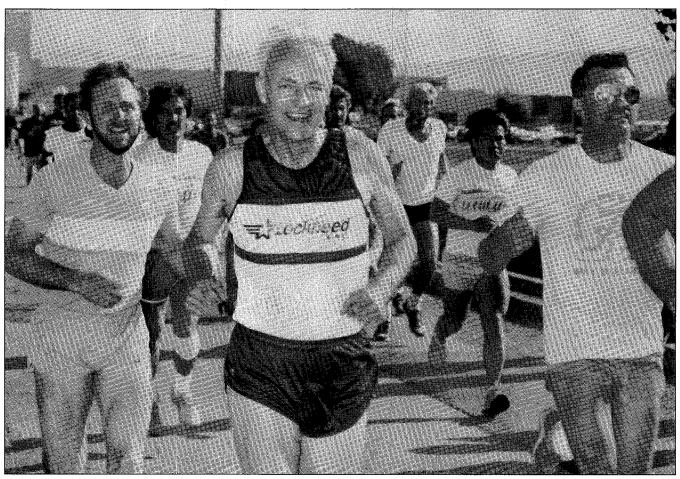
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## NESRA's 1988 EMPLOYER OF THE YEAR



Mr. Daniel Tellep (center) runs in Lockheed's annual "Beat Your Boss" fun run/walk.

The band is playing, the majorettes are twirling their batons, costumed characters are cheering and Daniel Tellep, group president of the Lockheed Missiles and Space Systems Group, says "we're all here to really enjoy ourselves . . . but be easy on your old boss." The event is Lockheed's annual "Beat the Boss Fun Run/Walk." Over 1,000 participants, including families and retirees, entered the 3.1 mile race.

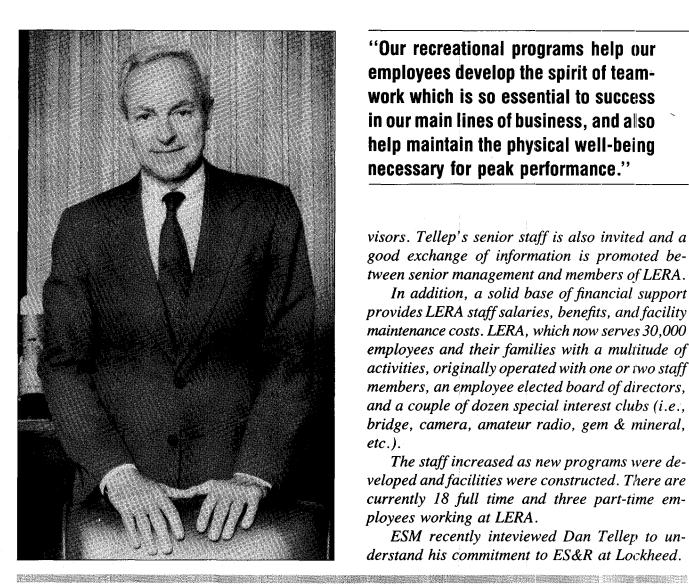
The event began as a spin-off to the Lockheed "Beat Your Boss Golf Tournament." The first race drew only three hundred runners, but after adding a bit of interdepartmental competition and a walking/strolling division, attendance has risen to 1,000.

As the epitome of top management support,

Dan Tellep values the opportunity to meet the employees and their families. The employees' attitude is much the same. "I went out there to meet the boss, if not beat him," one entrant said.

Tellep is supportive, knowledgeable, involved and has a genuine understanding of the importance of recreation and fitness programs in the development of a complete company culture.

Aside from the fun run, Tellep's support of the Lockheed Employee Recreation Association (LERA) includes his personal involvement in employee activities, speaking to employees at the dedication of Lockheed's new Sports Complex, and implementation of a pilot child-care program. He also hosts a recognition dinner annually to honor the LERA Board of Directors, staff and company ad-



"Our recreational programs help our employees develop the spirit of teamwork which is so essential to success in our main lines of business, and also help maintain the physical well-being necessary for peak performance."

visors. Tellep's senior staff is also invited and a good exchange of information is promoted between senior management and members of LERA.

In addition, a solid base of financial support provides LERA staff salaries, benefits, and facility maintenance costs. LERA, which now serves 30,000 employees and their families with a multitude of activities, originally operated with one or two staff members, an employee elected board of directors, and a couple of dozen special interest clubs (i.e., bridge, camera, amateur radio, gem & mineral, etc.).

The staff increased as new programs were developed and facilities were constructed. There are currently 18 full time and three part-time employees working at LERA.

ESM recently inteviewed Dan Tellep to understand his commitment to ES&R at Lockheed.

**ESM:** What is your management philosophy and how does it contribute to a positive work environment?

TELLEP: My management philosophy is simple. It's that our products and services flow from the workforce—not any small, select group of managers. The key is to have the workforce share a sense of vision and purpose, to give them the tools to perform successfully and the challenge and responsibility to feel a personal stake in the outcome of a task, generally achieved beyond our expectations—and oftentimes theirs.

ESM: On which values do you base your management style?

TELLEP: My values are based largely on respect for an individual's dignity and sense of self-worth. Mark Twain said he never met a man he

didn't like. I start with the assumption that I've never met an individual who didn't want to contribute and achieve. The vast majority do and they deserve recognition for their accomplishments. In any large company we will always encounter some who for one reason or another disappoint us, but that doesn't detract from the fundamental notion that a value system centered on respect for the individual is fundamentally correct.

Since I believe this, I don't feel that I have to "try" at evidencing respect for individuals, but rather that it seems material. Others would have to judge whatever my day-to-day style is, consistent with what I've expressed, but it's certainly my

Along with a sense of respect, I also try to convey the notion that I expect competent professional

performance. There are certainly other values of importance, but these few come to mind immediately.

ESM: How would you describe the work atmosphere at Lockheed?

**TELLEP:** My first reaction is to say hectic, but perhaps that's prompted by my recent schedule. Overall I'd say that from a physical standpoint, we enjoy modern, up-to-date facilities which, if not conducive to a good work atmosphere, at least remove impediments. From a broader perspective, the atmosphere is one which I'd characterize as having great vitality. The programs we work on are often at the cutting edge of technology and, of course, they involve schedule and cost challenges. They involve collaborative efforts between large teams of people covering a great variety of professional disciplines. This

situation isn't unique in the aerospace industry, but I feel that our basic culture makes for this sense of vitality.

**ESM:** How important is ES&R in achieving this atmosphere?

**TELLEP:** ES&R certainly contributes to the fine atmosphere here. Our recreational programs help our employees develop the spirit of teamwork which is so essential to success in our main lines of business. and also help maintain the physical well-being necessary for peak performance. Some of our other employee services programs make it apparent to employees that they are working for a company that cares, and this helps build and maintain a workforce with positive attitudes. Further, we find that many employees, through participation in ES&R programs, have an opportunity to develop leadership skills which can be applied to their work.

**ESM:** How extensive is your programming?

**TELLEP:** The LERA program consists of the following activities (in no particular order):

- Sports
- Clubs
- Fitness
- Travel
- Discounts
- Retirees
- LERA Store/Film and Merchandise Sales
- Children's Activities
- Special Events
- Remote Sites
- Recreational Vehicle Parking Lots
- Hotels and Entertainment Referrals
- Classes
- LERA Representatives
- Noon time Activities
- Picnic Equipment Check-out.

**ESM:** Do you consider ES&R to be an integral part of the corporate structure? Why?

**TELLEP:** ES&R is an integral part of the corporate structure because it allows employees the opportunity to participate with their fellow employees in recreational activities. This promotes goodwill and allows employees to interact with each other in a non-work environment.

**ESM:** What specific role does ES&R play in a high-tech environment?

"We find that many employees, through participating in ES&R programs, have an opportunity to develop leadership skills which can be applied to their work."

TELLEP: ES&R in a high-tech environment is similar to that of any other work setting. Why? Because employees need a positive outlet outside of the 8 a.m.-5 p.m. job that provides them a chance to be involved in recreation and fitness activities. ES&R programs and facilities can play a role in recruiting and retaining employees.

**ESM:** What impact do your ES&R programs have on employees and the organization?

TELLEP: It is difficult to quantify the impact ES&R programs have on our employees and the organization. We do believe that these programs help to develop our total company culture. These programs have the potential to reduce stress levels and to create a positive working environment.

ESM: Have leadership qualities (or any other qualities) been enhanced or discovered in employee volunteers working with LERA? Are there any LERA volunteers who have exhibited these qualities that they might not be able to demonstrate in their daily jobs?

**TELLEP:** Leadership qualities are enhanced in employee volunteers who serve on the LERA Board of Directors. These employees can be either exempt or non-exempt and their participation as members of the LERA Board of Directors can develop their leadership qualities and other skills, which have a return value to the company.

**ESM:** What is your philosophy regarding owning a corporate recreation/fitness facility versus using community facilities?

TELLEP: Owning a corporate recreation/fitness facility has advantages, such as scheduling, priority and convenience. Community facilities are beneficial because you don't have the ongoing expenses of maintaining your own. LERA has many of its own recreation and fitness facilities and uses community facilities to augment what we do not have.

**ESM:** How do you support your ES&R program?

TELLEP: I support our ES&R program by participating where possible (the "Beat the Boss" fun run is an example), and by offering management support to all ES&R activities. One way we do this is by having the managers of our various ES&R programs make presentations at the President's Staff Meeting. This assures that all of our top management will be aware of our ES&R programs and also be aware that I support the programs.

**ESM:** How has your support enhanced the success of your programs?

**TELLEP:** When top management supports a particular program, I think that adds to the credibility of the program in the eyes of the employees. That credibility, in turn, helps build success.

**ESM:** In your opinion, what is top

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management's role in ES&R programming/support?

TELLEP: I think top management's key role in ES&R is to select competent, knowledgeable people and then support them so they can do the job they were hired to do. I believe top management should be involved in setting (or at least concurring with) broad policy objectives, but it should not become involved in detailed programming. That's what the ES&R professionals are here to do.

ESM: Your participation in the "Beat The Boss" event indicates that you are a firm believer in physical fitness. What is your personal fitness/leisure philosophy (or regimen)? Do you feel that you set a good example for your employees?

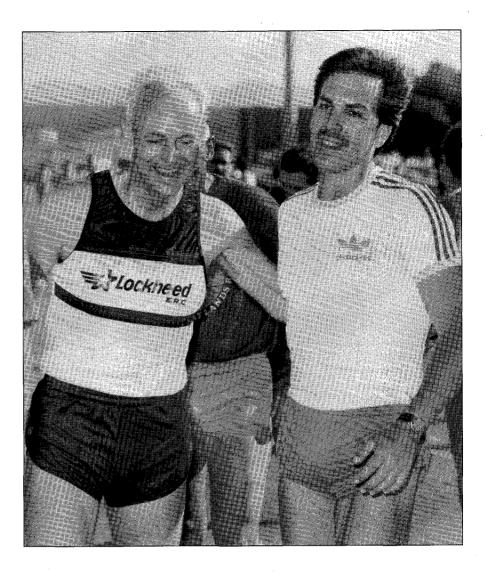
TELLEP: My fitness/leisure philosophy has two thrusts. First, I do enjoy physical exercise, such as running, and I feel this is necessary to maintain the strength and stamina needed for a demanding, top management job. But I also enjoy things that provide moments of quiet, things that let me clear my mind. In this regard, two things I really enjoy are soaring and painting (watercolors). Both are tremendously enjoyable and relaxing.

**ESM:** What do you consider to be the strongest element in employee relations?

**TELLEP:** Involvement and support of the employee programs is the strongest element. This sends a positive message to employees at all levels in the company.

**ESM:** To what do you attribute the overall success of your program?

**TELLEP:** The involvement of employees at LMSC in LERA has made our program a success. It is an employees' organization which is supported by the employee-elected volunteers, who serve on the LERA Board of Directors, the professional staff which administers the programs and the company advisors who provide guidance to LERA.



**ESM:** What is your single most successful employee program?

TELLEP: It is difficult to pinpoint the single most successful employee program because participation and involvement are solid in many of our activities. For instance, the companywide *Great America* in 1987 attracted 27,500 employees and their families and was a complete sellout. Day camps and retirees' programs have also seen maximal participation. You might say the 'beauty is in the eye of the beholder' because most of our programs enjoy good employee support.

**ESM:** What new programs would you like to see added to LERA?

**TELLEP:** LERA currently offers a wide range of programs for employees, their families and retirees. Continued development of

children's and retirees' programs is the trend at this time.

ESM: Because the corporate climate is changing due to the aging workforce, economy, etc., what do you believe the future holds for ES&R?

TELLEP: ES&R will continue to be important in the future, perhaps even more important than it is now. There probably will be a need for more specifically "tailored" programs to meet the needs of particular segments of the workforce. For example, older workers may be interested in more programs to help prepare them for retirement, while younger workers may want such things as programs which help with day care for children. One of the challenges for ES&R professionals is to determine what the needs truly are, and what can be reasonably done to help meet those needs.

## DRAWING AS A TOOL

## FOR PERSONAL & CORPORATE GROWTH

Progressive employers are always mindful that the physical health and the psychological well-being of their employees impact the productivity of their organization. Drawing instruction in the workplace benefits everyone. Relaxation, visualization and better stress management are byproducts of learning to draw. The drawing process (a right-brain task) reaches a deep well of creative expression.

### YOU REMEMBER DRAWING

You had the crawling, walking, running and climbing skills under your belt, and were ready to expand. Crayon in hand, move the color. "Ah-Ha!" You made marks. Those jigglies and squigglies coming from your hand were tracks of your own energy. You were so proud. Grown-ups lavished praise on your drawing efforts. The whole act of making marks was so much fun it ran off the paper on to the floor, then up the walls.

You weren't the first to get carried away with this pleasure. Thirty thousand years ago our ancestors left macaroni-like lines along with their hand prints on the walls of caves in France.

Studies with primates done by psychologist Sarah T. Boysen of Ohio State University attempted to prove chimpanzees have intuitive artistic ability, a sense of composition and balance. It could not be proven that the drawings were artistically purposeful, but the chimps did scribble with enthusiasm. Boysen and her colleagues concluded, "Drawing was as fascinating for the chimpanzees as it was for the humans who merely observed." Scientists say that the drawing process is intrinsically rewarding. Little children and chimps show, by way of their exuberant lines, that drawing is a good time.



by Sue A. Biddle

## WHY YOU STOPPED DRAWING

Something happened on the way to school. Your scribble drawings became pictures. Judgments were made that influenced the shape of your images. "Isn't that a funny cat. But where's his tail?" "I can draw my house. See the rainbow and the flowers in a row." Judgments were made that impacted your self-esteem. "Your flowers aren't colored as neatly as Sally's." "John can draw better than I can. I'm embarrassed. John, will you draw something for me? I'm not an artist. I can't draw a straight line." What happened to your pre-school zeal for mark-making? You stopped drawing because your brain was reprogrammed. The right-brain hemisphere that processed information in a way that made drawing easy became subordinate to the left-brain hemisphere.

Left-brain/right-brain knowledge has filtered into everyday life, even the comic strips. Information processing is very complex and unique in each hemisphere. Left-brain mode processes linear information such as numbers and time, written and verbal language and logic. Right-brain mode processes spatial information such as drawing and driving. Right-brain is intuitive, non-verbal and without linear time.

Before school age most of us perceive in right-brain mode. We read expressions on faces, the tone of voices,

and body language. As our vocabulary increases, drawings become symbolic. This is an important way to understand and organize reality for a five-year-old.

Florence L. Goodenough developed an evaluation tool in 1926 called the Draw-A-Man test. It is still being used today by psychologists to judge intellectual development in young children. The inclusion of physical details on the man can be related to conceptual and cognitive skills.<sup>2</sup>

Around the seventh year our brain is sufficiently conditioned by the educational system and our time-oriented society to process information in a predominantly left-brain mode. This verbal hemisphere will leap to the task first, even when the right hemisphere is better suited to the job.

By age eleven, the left-brain mode is our everyday way of receiving information, the artist within us is already subjugated. We are our own harshest art critics. When our drawing system doesn't measure up to how things "really look," we cease to learn to draw. We settle for adolescent drawings. Betty Edwards discovered in her art classes, ". . . that the right brain perceives-processes visual information—in the way one needs to see in order to draw, and the left brain perceives in ways that seem to interfere with drawing." <sup>3</sup> She also discovered that a switch to the right-brain can be achieved with specific drawing exercises.

Most people get by without drawing, but unconsciously miss the joy they once experienced, and vaguely yearn to someday learn to draw again. The ones we call artists are able to switch to the special way of seeing that allows them to draw realistically.

There is a third group—right mode perceivers who have spent their life swimming against the mainstream of

education. They are visually sensitive people who at some point in their development were caused anxiety or stress about their drawing or art work. Remember, marks were one of our first forms of self expression. These people have an incongruous reaction even at a suggestion of drawing. They loudly insist they have no talent all the while shaking their heads and waving their hands.

Understanding brain technology helps to explain why most people stop drawing. With instruction, we can reactivate our right-brain capacity to draw. The fear of drawing can be overcome by confidence gained through education. The intrinsic enjoyment of drawing is available to all of us again.

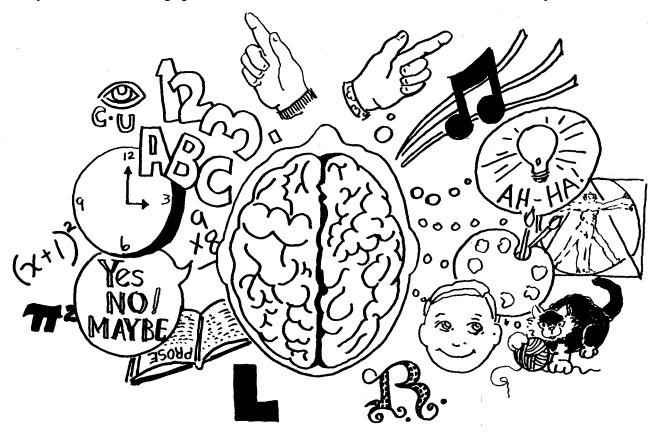
The choice to learn to draw better will impact creativity, physical health and the perception of the quality of life.

#### **CREATIVE BENEFITS**

Terrasa Amabile, a psychologist at the Center for Creative Leadership in North Carolina, based on her studies suggests that tasks motivated by intrinsic rewards (satisfaction from self-expression and enjoyment in the doing) are more creative and innovative than jobs done for extrinsic reasons (grades or money).<sup>5</sup> Creativity comes from an internal realm, originating in the imagination with the images we see in our mind.

In *Drawing on the Artist Within*, <sup>6</sup> Betty Edwards lists the five stages of creativity:

- 1. First insight: an idea, a question, a theory.
- 2. Saturation: finding all the information, studying the facts.
- 3. *Incubation:* mulling over, unconsciously making connections, looking for the answers.
- 4. Illumination: the "Ah-Ha!" experience or "Eureka!"





as Archimedes would say. The concept pops out of nowhere.

5. Verification: working it out, making it happen, a product.

Three of the five, insight, incubation and illumination happen in the right mode of perception and thinking. The same mode that drawing accesses. Ideas are solidified when lines are put on paper during the problem-solving process. Drawing represents concrete thinking.

Historically the artist, the picture maker, has been the "creative one" in society. We all need to be picture makers, because it is also recognized as an excellent diversion, a means to relax. Winston Churchill wrote in *Painting As A Pastime*, "I know of nothing which, without exhausting the body, more entirely absorbs the mind. Whatever the worries of the hour or the threats of the future, once the picture has begun to flow along, there is no room for them in the mental screen. They pass out into shadows and darkness. All one's mental light, such as it is, becomes concentrated on the task. Time stands respectfully aside."

#### **HEALTH BENEFITS**

What has been intuitively known for generations, relaxation and visualization are good for you, has become the new field of scientific research. In a comprehensive

article in *Psychology Today*, Carol Turkington proposes that "Psychological intervention cuts medical and hospital costs and helps people feel better." Aspects of the recommended psychological treatment include various behavior interventions; relaxation, visualization and awareness training. These same elements are integral to drawing.

Many studies are cited, but the consensus was that psychological care cut medical costs from 5 percent to 80 percent by reducing visits to physicians. Joan Borysenko, associate director of the behavioral medicine division at Beth Israel Hospital in Boston, reports that the program, which included relaxation and visualization, helped patients with insulin-dependent diabetes by lowering blood glucose and gave cancer patients a greater sense of control and reduced stress.

Medical costs were also lowered in cases of ischemic heart disease, hypertensive heart disease, asthma and emphysema using these mind-body health services. The cost-effectiveness of better employee attitude and health is well documented. Learning to draw in a corporate setting, during lunch break or after work in high traffic time, is a very inexpensive expression of relaxed, concentrated, concrete visualization.

The sense of internal and external control is related to stress management. The more control of the stress-producing factors, the better the immune system copes with disease. Visualizing, seeing alternatives in your mind's eye, gives you the opportunity to examine and manipulate possibilities. Drawing becomes a demonstration of choice-making. The more practiced the drawing skills, the easier it is to balance divergent elements like light and dark, mass and space, and intellectual and emotional content in the art work. Exercising decision-making leads to confidence and self-control.

#### RELATEDNESS THROUGH DRAWING

Drawing is the permanent record of a process that is wonderful and very difficult to label. The act can be relaxing, invigorating, health-giving, and stress-reducing, but more than that, drawing is empowering. By seeing with right-mode perception, we gain a strange power of insight and knowing. Dr. Frederick Franck, author and artist, of *Art as a Way* says, "When I sit drawing some leaves, a duck, a human being, I sometimes forget even that I am drawing, simply become that leaf, duck, human being. Then I feel closest to home, to that Self I share with this little world."

Drawing forms connections; artist to object, artist to self, artist to environment, and finally artist to the universal. Many creative people have experienced this phenomenon, but are reluctant to analyze the cause preferring to believe in the mystery. Yet there is a very practical aspect to this connection.

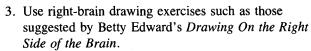
Seeing the world around you with that special perception reaches a reservoir within, releasing creative and real energy.

Harriet Wadeson, an art therapist and author of the

text Art Psychotherapy observes that energy levels increase after the drawing period. "Group members are often more open revealing, and receptive than in initial discussions even though the former may have been quite intense and probing." <sup>10</sup>

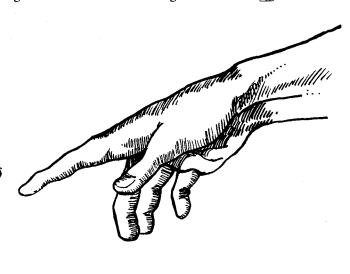
Robert Ornstein and David Sobel in their article "The Healing Brain" *Psychology Today*, March 1987 stated, "There is mounting evidence that 'real' organic diseases are linked to changing beliefs about oneself, to the nature of one's relationship with others and to one's position in the social world . . . indeed a primary function of the brain, perhaps as important as rational thought or language, is health maintenance. The brain has evolved complex 'bodyguards' designed to ward off disease, and it may even be that our human tendency toward social connectedness may help keep us well."

"Well health" is the tangible and economic benefit of a drawing class in the workplace. The intrinsic joy involved in the learning and the doing has long-range rewards—learning to draw, seeing with an artist's eye, will give pleasure for a lifetime. We all can't be Michaelangelo, but we can enjoy the process at any level of achievement. Learning to draw is an open ended procedure that only needs a start.



- 4. Emphasize individual expression through realistic drawings.
- Encourage and motivate the employee to develop creative awareness. The instructor is positive at all times
- 6. Make no value judgments on an individual's drawings. The process is the valued experience.

To locate prospective drawing program leaders, local junior colleges, universities, artist guild associations and government art councils are good resources.



Sue A. Biddle is a free-lance painter and a consultant in both personal and corporate drawing programs in Reston, Virginia. She was arts and crafts director of the Topeka, Kansas Recreation Commission and now teaches "Kids Are Artists Too!" for the Fairfax County, Virginia Recreation and Community Services Department. She originated the "Drawing for Me" seminar currently being offered at the National Institute of Health in Bethesda, Maryland.

Illustrations by Sue A. Biddle

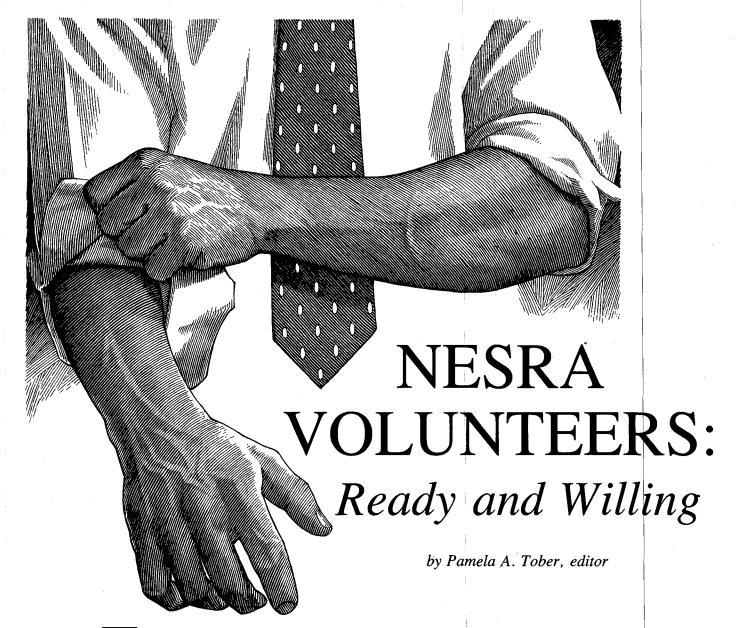
#### **DRAWING CLASSES**

Essential elements of a corporate environment drawing program include:

- Offer classes in conference or meeting space. Only tables and chairs and a well lighted room, free of distractions are needed.
- Allow at least 1 to 1½ hours for each session. A total of 8–10 hours are needed to benefit the participants.
- Keep the student/instructor ratio low to allow for individual attention.
- Include in the class content:
  - 1. Use of relaxation and visualization techniques to start each class.
  - 2. Change the atmosphere of the work space with music and reproductions of art work.

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They are engineers, accountants, draftsmen, tool and die makers, administrative assistants, salespeople, senior writers, photo processors, bookkeepers, etc., and the majority of them are presidents/directors of their company employee associations/clubs—and they've been volunteering an average of eight years, according to a NESRA survey conducted in February, 1988. Telephone interviews were conducted as a follow-up to the survey results in an attempt to find out the challenges, needs and attitudes of NESRA volunteers.

Results indicate that our volunteeers are the main people responsible for managing, promoting, and performing a great deal of the actual work in order to offer an extensive list of activities. (See figure 1.) Their challenges are many; however, their positive attitudes and desires to provide employee services are overwhelming.

#### **CHALLENGES**

After interviewing volunteers of both large (1,000-5,000 employees) and small (60-999 employees) companies, it seems that both are faced with a number of similar challenges—lack of management support/involvement, funds and time; apathy among employees and volunteers; lack of resources and recognition, etc.

A look at larger factors such as demographics and the economy is a good place to begin in recognizing and understanding the specific ramifications that affect volunteers. For example, time has become extremely valuable as employees rush out of the office at the end of the day to pick up children, care for elderly parents, run to an aerobics class, etc.—leaving little time for volunteering.

Although many ES&R programs have the support of top management, the economy and middle-manager squeeze have many supervisors very conscious about the time use by their employees. Some interviewees reported that making calls, attending meetings or doing any kind of ES&R work during company hours was difficult.

Problems also arise in having meetings during lunch hours, especially when assembly line workers are on different shifts.

Other challenges reported include difficulty in delegating from volunteer to volunteer. One interviewee of a small company (835 employees) stated that his name is synonymous with the employee association because he does all the work himself. "When other people are scheduled to work for the hour that our mini-company store is open, work responsibilities often keep them from showing—and again, I am the one who fills in."

Even when more members of an employee association are involved, another problem is that they become strictly a working crew. "People used to be thrilled to serve in the association—times have changed. Time is too valuable and with too few doing the work, much of the fun is gone."

Lack of recognition is another reported problem, especially for the smaller companies. With a select few doing large amounts of work, having a recognition banquet is difficult. "Getting managers to a function planned to honor three to five people just doesn't happen." Although most of the volunteers attend functions free (mostly to work), even monetary

"My goal is to reach as many people as possible to help them escape boredom through forms of recreation."

rewards are not possible in smaller companies. "We just can't afford to give away T-shirts from our company store, because our inventory is so low. The larger companies have the resources to reward their volunteers."

In an effort to offer as many programs as possible, volunteers often spread themselves too thin. One large-company volunteer explained that after she enlisted the help of the human resources department to assist in a large event, the request was reversed. The department asked the association to assist in a large event—creating more work, instead of less. However, the event was a huge success.

Situations that must be treated delicately by volunteers involve support of policies as they stand in order to keep peace. "Once the limits are set, that's it. If we have eight or 10 good ideas to present, we will only present two-and I make sure they are realistic and beneficial." This leads us to another major challenge: conservative top management. Some of the larger, older companies are run by CEO's who are not receptive to the importance of ES&R. In this situation, justification material may not be of use.

Distance between facilities and employees was another reported challenge. Not only is it difficult to get volunteers to plan events, but participation and interest is low due to scattered employees.

Lack of participation was a concern for many survey respondents. Surprisingly, even after one company extensively surveyed the interests of their employees, they only experienced success with their major events. "In an attempt to give our employees what they wanted, we organized a computer fair . . . only 20 people showed. The inability to promote is probably one reason."

A final challenge was the inability to please everyone with their employee services offerings.

#### **NEEDS**

When volunteers were asked what their specific needs are, many of them requested statistics to justify the importance of ES&R programs, case studies of corporations in their area to instill a competitive edge, and detailed guidelines on how to present material and negotiate budgets (when not in the field), and information on how to involve management after they provide funds or backing in some other way.

Other interviewees requested having chapters get program articles published in local newspapers to boost credibility of their company efforts. Numerous requests for  $8\frac{1}{2} \times 11$  sheets of simple how-to steps for basic events such as company picnics, fairs, and especially fundraising (to begin a program), etc., were received. Also, discount information on these pullout sheets for distribution was included. The purpose for this is to make things easy for incoming volunteers. Because a number of volunteers indicated that they would be interested in becoming full-time paid employee services staff persons for their companies, the need for details of how other volunteers established full-time positions was

Small-company volunteers asked for information regarding how to do more with less, which is just part of the major need to have specialized

# **VOLUNTEER PROGRAM OFFERINGS**

The following program information was compiled from the March, 1988 NESRA Survey of Volunteers.

The length of time the programs have been in existence are indicated below.

The annual program budget ranged from \$5,000 to \$200,000.

#### **Social Programs**

#### **Christmas Parties**

**Picnics** 

**Dinner Theater Outings** 

**Retiree Activities** 

Travel Programs

**Monthly Dinners** 

**Chapter Parties** 

Museums

Speedway Nights

Bingo

Dog Races

Roller/Ice Skating Night

Swim Night

Cribbage Tournament

Photo & Snapshot

Tickets to Sporting Events

Company Day at Local Theme Parks

Wellness Fair

Bike Hikes

#### **Service Programs**

#### Discount Tickets

DISCOURT TICKERS

**Discount Products** 

**Recognition Programs** 

**Smoking Cessation** 

United Way

March of Dimes

Juvenile Diabetes Foundation

**Blood Donor Program** 

Weight Watchers

Seminars on Financial Planning

Drug Abuse Program

Alcohol Abuse Program

Weekly Bulletin to Employees

**CPR First Aid** 

Medical Information

Personal Safety Seminars

Toys for Tots

Project Literacy U.S.

Triannual Blood Drives

#### **Physical Programs**

Softball

Bowling

Volleyball

Golf

Basketball

**Table Tennis** 

Fishing Club

Trapshoot

Pistol

**Tennis** 

Rifle

Soccer

Flag/Touch Football

Running

**Bicycling** 

Blue Fish Tournament

Ski Trips

Fishing Trips

YMCA Discount Membership

information available for small companies. Following this reasoning, other needs included a networking system for people in the same situations, a success story of how one volunteer overcame these types of barriers. Also the idea of having a chapter member act as a consultant to visit companies with troubled ES&R programs, evaluate them and offer constructive tips for improvement was mentioned.

Other items requested include the need for NESRA to emphasize a reward system, (when companies cannot) and having a central location or one contact person for employee activities, which is a request for company management. Information

that tells people why they should volunteer and what it does for them; how to communicate/promote without soliciting employees; and tips for using company time on the phone was mentioned.

Many also requested that chapter sessions not only provide useful information, but also explain how to apply the tools provided in a volunteer situation.

#### **ATTITUDES**

After asking numerous volunteers what their challenges and needs are, the very last item was followed by "I hope this doesn't sound negative. Our program is strong and I wouldn't

do the work if I didn't love it."

Many reported that their spouses helped them out a number of times, which is an indication of the commitment made by this particular group of NESRA members. Interviewees also expressed that they understood the reasons why management had certain guidelines.

Those who are able to attend conferences consider themselves to be very fortunate and "blame" NESRA for the expansion of their programs. "I've learned a million things by going to national conferences. NESRA people are the friendliest, most helpful people you'll ever meet and they just inspire the hell out of me."

"My involvement in NESRA has helped me to be recognized as a person who can do more than my job—and do it successfully."

Most of them have the same goal—to introduce as many things as possible to their employees—things that will make them happy. "There is no bigger thrill than having a Christmas party and seeing the faces of the children when the entertainment begins," one enthusiastic volunteer said.

"My goal is to reach as many people as possible to help them escape boredom with forms of recreation. We've taken surveys and found boredom at work to be a big stressor. We need to stimulate people.

"People talk about our events for a long time afterwards. It's a wonderful feeling and one that makes it easy to begin planning the next one—immediately after the first is over. People do this because they want to. It's a very positive experience to work together with a small group to accomplish successful, meaningful events."

Another reported that NESRA gave him the confidence and information needed to expand his programming. "It's the one-on-one conversations with friends in NESRA that have actually done it. For a small company, we offer quite an extensive program and it's because I've pushed. I've learned how to sell it." Determination was also revealed by many interviewees. "Sure it's work—but I won't dare let something fail." Attitudes such as this are prompted by receptive management.

Others expressed that they get satisfaction, as well as other personal

gain, from their volunteer work.
"My involvement in NESRA has
helped me to be recognized as a
person who can do more than my job
and do it successfully. I've grown to
love employee services."

"It's extremely rewarding to see a person who is fairly introverted and not much of a leader, come out of his/her shell. This happened with one of our association presidents. His newly acquired confidence also gained him a promotion."

#### **TIPS**

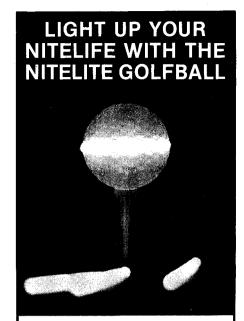
One volunteer explained how being an athlete greatly helped him in every aspect of ES&R support. "I was able to talk with a lot of people and compete against top management in several athletic events. It's a subtle, yet effective way to be heard.

Other tips from interviewees include:

- Learn to present a proposal by asking for top management's opinion first. Then tailor your argument around it.
- Don't say, "I think we can do this by . . ." Say, This is what we can do and this is how we are going to do it."
- Circulate your ES&R literature to all management regularly.

NESRA is in the midst of publishing a series of books (through the Research and Professional Development Committee) that should help volunteers with fundamental employee services tasks. This year's annual conference and exhibit will also be offering a "fundamental" track of sessions that will be helpful for those able to attend. Also make NESRA headquarters part of your staff by making use of our extensive resource library.

Hopefully, by knowing the situations faced by volunteers, NESRA chapters and headquarters can continue to respond. It is refreshing to know that such committed, enthusiastic NESRA members are working hard to enhance the lives of their co-workers. Their efforts are the epitome of what the employee services and recreation mission really is.



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Richard Lee, head pro Hyland Hills Country Club, Southern Pines, NC

"We had 1,500 (yes 1,500) people for our NITELITE tournament. Everybody loved it!"

Dave Pehrson, head pro Arrowhead Country Club, Emmons, MN

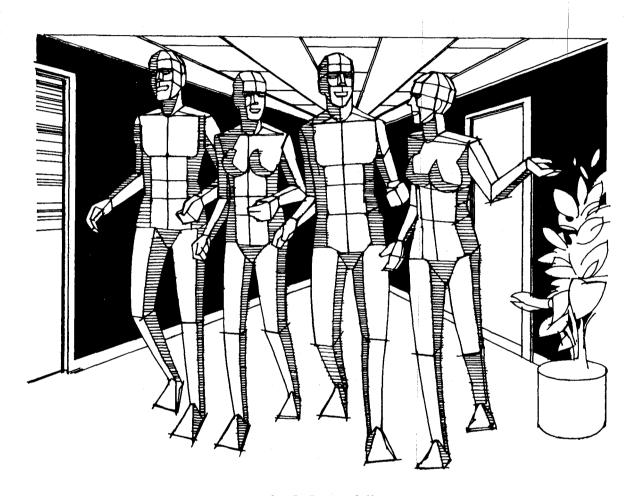
"We have had two NITELITE tournaments and my members said that it was the best time they ever had on the golf course."

Jeff Smith, head pro Somerset Golf Club, Topeka, KS

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# MANAGERS AS FUTURISTS:

Addressing Changing Employee Needs



by J. P. Tindell

ow much time do organizational managers spend considering the likely future consequences of the daily events happening in our rapidly-shifting society? Very little, in fact, because their energies are typically focused on managing operations and delivering some product on a daily basis. Implementation in the near term, rather than planning for or anticipating the longer-term future, is more likely their primary role and perspective.

Given the constantly accelerating rate of and complexity of change, having a simplistic orientation of short-term immediacy to one's work or life is no longer practical. Entire organizations need to spend more time periodically re-assessing their direction, given what they can discern about the longer-range impacts of the world as it changes around them. Individual managers need to add a futuristic orientation to their way of thinking and utilize futuring techniques in their work

activities.

A new role is in order for all employee services and recreation industry professionals—that of functioning as futurists within their organizations. Futurists are leaders in creating the future. Effective, professional managers must be interested in the future. Thinking ahead, anticipating future events, and weighing the predicted consequences of choices are all parts of effective management and responsible decision-making. According to

Careers Tomorrow: The Outlook For Work In A Changing World, "it is important to recognize that all decision-making necessarily involves some kind of forecasting. It is not possible to make decisions, prepare plans, and take action without some idea about what may or may not happen in the future. They may be made carelessly or unconsciously but they are inevitably made."

Adequate preparation for the future must become as important a priority as the delivery of a quality product to the customer, so that the survival and health of an organization is consciously planned for and not left to chance. A commitment to a longer-term view can make the difference between an organization that performs marginally in its effectiveness and one that flourishes because of its ability to respond to change, shape its own destiny and promote innovation through anticipation of, rather than response to, future events.

Futurists have qualities and skills that permit them to think and act holistically, creatively, and proactively. They are people who exhibit certain capabilities and qualities. (See Figure 1)

#### **PLANNING TECHNIQUES**

The workplace is changing, and the needs of employees change with it. Demographic, value, lifestyle, environmental, technological, educational, economic, and political changes require new responses to the needs of the workforce. Employee services managers can use simple environmental scanning and strategic planning techniques to keep pace with these shifting forces, providing constant "course correction" to ensure continued effectiveness in fulfillment of the needs of the workforce of the future.

Environmental Scanning: This process requires constant, ongoing scanning of a variety of information sources to detect signals of change in areas affecting the organization's future. The observer keeps a constant eye on television, radio, newspapers, books, magazines and other sources,

Figure 1

### **QUALITIES OF FUTURISTS**

- Visionary, future-oriented
- · Action/goal/results-oriented, decisive, disciplined
- Leaders (beyond being a good manager)
- Risk-taking, courageous, not afraid to fail, using failure as an opportunity to grow
- Creative, innovative, flexible, adaptable, accommodating of complexity and diversity, problem solving
- "Whole brain" thinkers: intuitive and analytical, balance "dreaming" with "doing"
- Self-confident, expecting to succeed
- Self-aware, intrinsically-motivated, inner-directed
- "Change-making": proactively creating and managing for innovation; promoting and initiating change, thriving on novelty, having a high degree of tolerance of uncertainty
- Passionate, having clarity of purpose
- Growth-oriented, committed to individual growth and empowerment
- Optimistic
- Decision-making, use teamwork, participatory
- Inspiring to others, high aspirations and values: ethical, truthful
- Mature, willing to be responsible and accountable

taking note of significant "blips on the horizon." A systematic approach to this would involve keeping track of developments within these Arenas of Change:

- Politics/government
- Environment
- Education
- Technology/science
- Housing
- Social values/lifestyle
- Demographics
- Employment/workplace
- Religion
- Transportation

The steps in the scanning process include:

- Observing Arenas of Change
- Discerning Evolving Trends/ Issues
- Postulating Implications/Impacts on Future Client Lifestyle and Corporate Mission

Strategic Planning: This is a planning process that takes into consideration the total environment in which an organization or service exists. A realistic assessment of internal strengths and weaknesses, and all external forces at work is carried out. Critical issues are identified, optional responses are analyzed, and effective strategies are selected and developed into an action plan that positions the organization strategically within the marketplace, to make best use of available resources to function at optimal levels. The steps in the process include:

Phase I: Environmental Scan

Phase II: External Analysis and

Forecast Internal Analysis and

Assessment

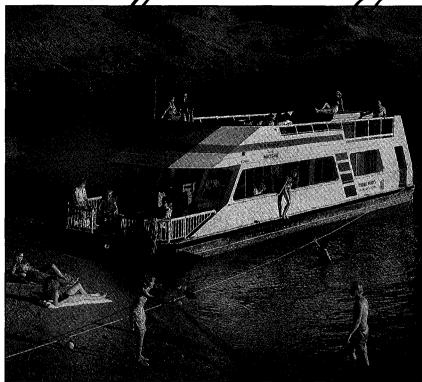
Phase III: Goals and Objectives Setting

Strategy Development Plan Development

Phase IV: Implementation

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Simple intuitive thinking can be used to logically project the likely outcomes of current events and emergent trends. This process is not a precise or objective approach, but it is an appropriate activity in which managers can guide and participate. Objective forecasting methods are more appropriately left to professional planners, and can be used to develop quantitative information about the future that complements intuitive judgments.

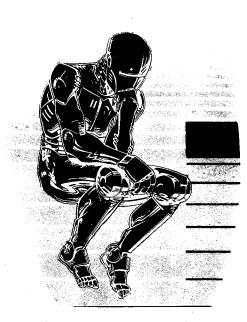
#### **USING PROJECTIONS**

In addition to using the observations from an organization's own scanning work, current trends and projections about the future of the workplace are available from a number of other sources. (See reference list.) These can be used as the catalysts for proactive thinking about their likely implications for employee services and recreation programs. Creative responses can be developed that are programmatic in nature or that alter the management philosophy and internal culture of an organization as a whole. Some of the most impactful of developments follow, along with intuitional implications to guide response.

#### **Projections**

- Older employees will stay in the workforce longer; early retirement will be increasingly unlikely as a shortage of skilled workers prevails and increased costs of living make working longer in life necessary.
- The developing high-technology industries will create the greatest new growth in the economy: personal computers, industrial robots, genetic engineering, electronic medical devices.
- Employees will increasingly look for different kinds of benefits, including: flexplace, flextime, day care at the workplace, expanded maternity and paternity leave, health care benefits for elderly parents, and health promotion or wellness programs.
- Tourism and recreational travel demands will increase.
- Jobsharing programs, part-time positions, and shorter workweeks will become more prevalent.

- Teleconferencing and other telecommunications technology will make it easier to communicate more quickly, allowing more work out of the home—workers will "telecommute" to work instead.
- Traditional education and colleges will lose their position as institutions for learning as more industry and other proprietary opportunities evolve. Corporations will start granting degrees.
- Job training and re-training programs will become prevalent. A



vast majority of all workers now employed will need retraining within the next decade. A majority of new jobs will require postsecondary education.

• The labor force is going to be older, more female, and will experience a significant increase in minority workers.

#### **IMPLICATIONS FOR ES&R**

- Continue promoting health/ wellness and leisure education opportunities, provided by the corporation directly or through access to private fitness clubs and health professionals in benefit packages. Include mid-day exercise breaks.
- Expand/enhance travel opportunities. Shorter work weeks

- can be promoted to enable participation.
- Consider ways to enhance feelings of "belonging" for employees who wish to work at home. Provide these workers with access to information about recreation opportunities near their homes.
- Provide programs and opportunities particularly geared to the older worker, including health benefits, appropriate fitness programs, semi-retirement.
- Expand job training/re-training and educational opportunities of all kinds. Include both work competency and general lifestyle management programs.
- Respond to specific needs of minority workers. Consider language education and recreation opportunities that are designed to be meaningful to cultural groups with distinct value systems, work and leisure ethic.
- Address the needs of professional couples starting families, and of women in the workforce.

J. P. Tindell is founder and president of Future Focus, (San Jose, California) a strategic planning and management consulting firm that works with private and public leisure services organizations to help them plan their long-term futures.

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# Are we putting the "Service" into our employee services programs?



by Ralph J. Ferrara

"Our 'products' in employee services and recreation benefit the employee. How these products are delivered should be paramount to all those concerned."

ebster defines service as:
"assistance or advantage
given to another; a product
of human activity meant to satisfy a
human need but not constituting an
item of goods; attending to a client
especially with respect to quality."
How does this definition apply to
your program? Is your service what
you think it should be, or does it
need some help? I think Mae West
said it best when she said, "You can
never get too much of a good thing."

Numerous companies, large and small, use "service" in their logos, commercial messages, ad campaigns and in visual promotions. We have often heard salespeople tout their products by the "service" they provide. "What makes us different from company X is our service."

Some experts believe that the service industry must perform considerably better than it has in the past. Today, the Department of Transportation requires airlines to list the number of complaints they receive. These complaints include lost baggage problems, indifferent air and ground staff, late departures and arrivals, mechanical problems,

delays, cancellations, overbooking, food quality, cleanliness of facilities, etc.

· Luckily, our employee services and recreation programs are not that sophisticated. However, there are basic standards to which we must all adhere if our service is to be thought of as good, fair or poor. Most of us sell discount tickets in one way, shape or form. Is the salesperson pleasant, helpful and efficient? Does s/he go out of his/her way to answer questions or follow up on questions s/he doesn't know? Is s/he good natured, courteous and energetic or does s/he mope around with a scowl on his/her face. Who would you like to buy a movie ticket from?

We need to train our volunteers and employees so that they are not only selling a product but a service as well. They are your ambassadors for your programs and care must be taken to ensure that they are providing the best possible service to fellow employees.

Most company-sponsored recreation and service programs exist because the company management knows the benefits of such programs

and contributes to it in the form of money and/or personnel. We know not all companies feel this way, but for the most part this is a fact. It stands to reason that if a company allows these programs to exist, they should try to be like other departments. Our "products" in employee services and recreation benefit the employee. How these "products" are delivered should be paramount to all those concerned.

What are some examples of good service in your program? Here is a partial list of services I gathered by talking to company representatives of the Minnesota Employee Recreation and Service Council:

- Provide a "coming event" list for new employees
- Package NESRA associate member vacation folders for California and Florida
- Publish a discount directory
- Provide a means for selling autos, household items, etc.
- Publish a sports and health club directory
- Offer special sales of discounted merchandise
- Sell hunting/fishing licenses
- Sell discount tickets to various local recreation and leisure time agencies
- Communicate to employees helpful information regarding familiar programs
- Provide phone numbers and addresses for discount providers
- Publish newsletters, flyers and brochures advertising programs
- Operate an employee store for the convenience of employees and generate income for your program
- Provide vans for van pools and coordinate car pools for employees

These are only a few of the many

services we handle on a day-to-day basis.

Ray Lewis, vice-president of system marketing for Holiday Inns, Inc., states, "We can design the greatest programs in the world, but if they are not delivered effectively, customers won't care how clever we are." Remember, our employees are our "customers."

In our programs, what are we selling? Recreation, fun and games, discounted goods/tickets, travel and service! Lewis adds, "every time you deliver a service you are also selling it." When a quality interaction takes place in each encounter, the quality is what keeps people coming back.

Rewarding employees who provide excellent service is very important. If it cannot be an increase in wages (as in the case of volunteers), other methods of recognition should be explored. We've all seen "employee of the week or month" plaques in many hotel and company offices. Even a letter of excellence placed in a personnel file will help continue motivating most employees and volunteers.

Service, I think, is a state of mind that can be taught. It must be supported from the top of the organizational chart, with feedback from all directions. It may be appropriate to survey your employees (customers) regularly on the quality

of your programs. This does not have to be an elaborate survey; one page usually works the best for your needs. What you are really trying to find out is this:

- Is your staff (volunteers or regular employees) doing their job? If not, which area is weak?
- What would your staff suggest on how to improve service?
- What is your staff doing correctly?



Ralph J. Ferrara, CESRA, NESRA president, is manager of employee services, General Mills, Inc., Minneapolis, Minnesota.

# new members

## Welcome!

AAA Washington Seattle, WA

AT & T Westminster, CO

Barber-Colman Company Loves Park, IL

Beatitudes Campus of Care Phoenix, AZ

Blue Cross of Western Pennsylvania Pittsburgh, PA

Catherine McAuley Health Center Ann Arbor, MI

CDI Transportation Group Warren, MI

Charley's Restaurants Inc. Detroit, MI

The Children's Hospital

Denver, CO Crown Chemical Corp.

Chula Vista, CA

Dean's Photo/California Photo San Diego, CA

Denver Public Schools Denver, CO

EMS Inc. Phoenix, AZ

Eckerd Drug Company Clearwater, FL

Education Systems Corp. San Diego, CA

Express Tax San Diego, CA EZ GO Textron Augusta, GA

General Instrument San Diego, CA

Grossmont Gardens La Mesa, CA

GTE-Sylvania Lighting Services Phoenix, AZ

Honeywell Littleton, CO

Howard Johnson Fountain Park Plaza Hotel

Kissimmee, FL

Hughes Network Systems, Inc. San Diego, CA

City of Huntington Woods Huntington Woods, MI

Independence One Mortgage Corp. Southfield, MI

KUTP/United Television Phoenix, AZ

Loral Defense Systems-AZ Litchfield Park, AZ

Martin Marietta Corp. San Diego, CA

Microtel Boca Raton, FL

Mt. Clemens Coating, Inc.

Mt. Clemens, MI

National Vision Services Phoenix, AZ

Nellcor, Inc. Chula Vista, CA

Nova Communications

San Diego, CA

Palomar Pomerado Hospital District Escondido, CA

Pine Hill Lodge Julian, CA

Platte River People Fort Collins, CO

Posh Products Coronado, CA

Public Service Elect. & Gas Hancocks Bridge, NJ

Purity Supreme North Billerica, MA

Red Lion Inn Durango, CO

Roche Brothers Supermarkets, Inc. Needham, MA

Rose Tree Media School Dist. Media, PA

R.T.D. (Employee Activities Association)

Denver, CO

Rural/Metro Corp. Scottsdale, AZ

San Diego Data Products

San Diego, CA

San Diego Hebrew Home San Diego, CA

San Diego Theatre League San Diego, CA

Sands Hotel Casino Atlantic City, NJ

Science Applications International Corporation Las Vegas, NV



# associate news

#### **New Associate Member Offerings**

#### AMERICAN ADVENTURE

5333 Mission Center Rd. Suite 108 San Diego, CA 92108 (619) 295-8202

Contact: Melinda Friery

American Adventure, a network of 23 luxury RV resorts with recreational facilities and RV rentals, offers a special "fun card" entitling the bearer to discounts from 20 to 50 percent off camping nights and special freebie stamps to be used like cash at the resort.

#### ANGERSBACH INT'L TOURS/ dba WORLDWIDE TRAVEL

168-170 Main St. Manasquan, NJ 08736 (800) 526-2358 (800) 624-3855 (in NJ) Contact: Gerry Angersbach

Angersbach Int'l offers net rates on tours to Germany-Austria-Switzerland, a tour through Germany highlighting a Passionplay, long weekend tours to Bermuda in November, and ski trips to the Alps December through March.

#### ARABIAN NIGHTS **DINNER ATTRACTION**

6225 W. Irlo Bronson Memorial Dr. Kissimmee, FL 32741 (305) 351-5822 Contact: Marta Santo

Arabian Nights Dinner Attraction offers a spectacular Hollywood-style show, featuring sixty fabulous horses. The dinner menu includes french fries. soup, cornish hen and barbecued ribs topped by a delicious dessert. A 15 percent discount is available to NESRA members.

#### CENTRAL FLORIDA WORLD RESORTS

5905 International Dr. Orlando, FL 32819 (305) 351-2100 (800) 327-1366 Contact: Peter T. Rems

Central Florida World Resorts offer

year-round hotel discounts in the Walt Disney World/Epcot Center area featuring the 21-story moderately-priced High O Hotel on International Drive.

#### CERTRON CORP.

1651 S. State College Blvd. Anaheim, CA 92806 (714) 634-4280 (800) 854-3943

Contact: Mark A. Winsberg

Certron offers savings of up to 60 percent less than retail on blank video cassettes, (\$2.75 each) and similar savings on audio cassettes, floppy diskettes, storage units for these products and more. Call today!

#### COLORCRAFT CORP.

3000 Croasdaile Dr. Durham, NC 27705 (919) 383-8535

Contact: Mark Blaustein

Colorcraft has 41 processing labs, coast to coast, providing a full range of film processing products and services for the amateur market. We specialize in developing complete programs for employees, including on-site pick-up and delivery, and special promotions.

#### **COMMODORE CRUISE** LINE, LIMITED

1007 N. America Way Miami, FL 33132 (305) 373-5502 (800) 832-1122

Contact: James J. Applebaum Georgie Marrero

Commodore, a one-ship operation, offers seven-day cruises to the Eastern Caribbean and Western Caribbean sailing out of the Port of Miami, every Saturday year-round. Group rates will apply to NESRA members.

#### EMPLOYEE PHOTO SERVICE, USA

180 Furler St. Totowa, NJ 07512 (201) 890-1803 Contact: Tom Kearns

Employee Photo Service, USA offers cost-free customized employee film developing programs at substantial savings with convenience, quality, and personalized service available to your employees. Programs include lunchtime photo tip seminars, employee photo contests, free picture-taking of popular employee events and much more.

#### GEAUGA LAKE - FUNTIME. INC.

1060 Aurora Rd. Aurora, OH 44202 (800) THE-WAVE (216) 562-7131

Contact: Julie M. Stokes

Geauga Lake theme park offers over 100 wet and dry attractions for one low price. The new '88 rides include a \$2.5 million wooden roller coaster and "The Raging Wolf Bobs." NESRA member companies receive a \$3.95 savings off the gate price with "good any day" consignment tickets.

#### GRANDMA'S FRUIT CAKE

Box 457 Beatrice, NE 68310 (800) 228-4030 (714) 897-7770 (in Region VII) Contact: Ron Young

Dave West (in Region VII)

Grandma's Fruit Cake offers fruit cake, Amaretto cake and fine gourmet gifts, at volume discounts from 10 to 40 percent to NESRA members. Grandma's sets the standards by which others are judged.

#### HILTON INN GATEWAY

7470 Hwy. 192 West Kissimmee, FL 32741 (407) 396-4400 Contact: Rose Watkins

Ideally located one mile from the main entrance to Walt Disney World and Epcot Center, Hilton Inn Gateway is also minutes away from shopping and most major attractions. NESRA members are offered a year-round rate of \$44 per

#### HOLIDAY INNS, INC.

5850 T.G. Lee Blvd. Suite 320 Orlando, FL 32822

(305) 851-4023 Contact: Laurie Cardenuto

Holiday Inns, Inc. offers discounts of 15 to 50 percent off regular room rates at hotels located in Orlando, Cocoa Beach (Kennedy Space Center), Miami, FL; Nashville and Chattanooga, TN; and Columbia and Spartanburg, SC. A brochure listing participating hotels and rates is available.

# INTERNATIONAL INCENTIVE TRAVEL, INC.

1089 W. Granada Blvd. Suite 4 Ormond Beach, FL 32074 (800) 342-9216 (904) 672-1416 Contact: Robert L. Dick Gigi Roushdi

International Incentive Travel offers special discount rates on Florida first-class hotel and resort accommodations. A special "play days in May" discount is available for all those members attending NESRA's Annual Conference in Orlando. Employee vacation programs, incentive and achievement awards, and facilities for meetings, conferences and seminars are also available to NESRA members.

# MASTERS OF MARKETING, INC.

Vincentown, NJ 08088 (800) 367-5487 (800) 221-0367 (in NJ) Contact: Mike Gargas Kathy Stellwag

P.O. Box 2448

Masters of Marketing offers a full line of customized Johnson & Johnson first-aid kits, Masters' own line of first-aid kits and imprinted human fever thermometers. NESRA members will receive 25 percent off items on the established 1988 custom price list.

# MOUNTAIN RIVER TOURS, INC.

Sunday Rd. P.O. Box 88 Hico, WV 25854 (800) 822-1386 Contact: Margaret Kuhn Mountain River Tours, Inc. offers scenic float trips and whitewater rafting adventures in West Virginia, North Carolina, Maryland, and Kentucky. Single day and overnight rafting and fishing trips are available. Discount information for NESRA members may be obtained by calling 800-822-1386.

# NATIONAL RIFLE ASSOCIATION OF AMERICA

1600 Rhode Island Ave. N.W. Washington, DC 20036 (202) 828-6152 (202) 828-6153 Contact: John J. Grubar

The National Rifle Association is dedicated to firearms safety education as a public service, marksmanship training for personal and national defense, and the sports of shooting and hunting as wholesome forms of recreation. Contact NRA for assistance regarding any phase of sport shooting.

#### ORGANIZERS, ETC., INC.

1780 S. Bellaire Suite 602 Denver, CO 80222 (303) 758-5795 (800) 621-8385 ext.217 Contact: Nancy R. Harris Linda Wilton

Organizers, Etc., Inc., offers Rocky Mountain ski packages (lodging, lift tickets, transportation, discount ski rentals, special events, on-site representatives and more) specially designed to provide for re-creation of body, mind and spirit. Packages are discounted from five to 40 percent for individuals and an additional savings for corporate groups is also available.

# QUALITY INN KINGS ISLAND CONFERENCE CENTER

I-71 and State Route 741 (exit 25) Mason, OH 45040 (513) 398-0970 (800) 227-7100 (regional) Contact: Diana Hanna

Located across from Kings Island Park, Quality Inn Kings Island Conference Center has 210 guest rooms, nearby Perkins Restaurant, a lounge, and conference and banquet rooms accommodating five—300 people. On a seasonal basis, the hotel provides a free shuttle to Kings Island and many recreational facilities on the property. Year-round discount coupons for lodging are available upon request.

# QUEST INTERNATIONAL DESTINATIONS, INC.

302 S. 12th Ave. P.O. Box 871 Yakima, WA 98907 (509) 453-1666 Contact: Russ Wilkinson

Quest International cardholders receive a consistent 50 percent off lodging costs at approximately 1,000 quality hotels and motels in North America. NESRA members are entitled to purchase memberships for \$19.95 instead of the standard \$99, and \$3.50 is rebated to the association per member. Development offices can use Quest as a practical and highly appreciated gift to employees.

# RIVERS WHITEWATER RAFTING

Drawer 39 Lansing, WV 25862 (304) 574-3834 (304) 574-3836 Contact: Karen Calvert

Rivers Whitewater Rafting offers oneand two-day whitewater rafting trips on the new Cheat and Gauley Rivers in West Virginia and the Arkansas River in Colorado. Float fishing trips and camping are available at a 15 percent discount.

# TRAVEL INDUSTRY ASSOCIATION OF AMERICA

2 Lafayette Centre1133 21st St. N.W.Washington, DC 20036(202) 293-1433Contact: William D. Toohey

Travel Industry provides directories and manuals to assist travel coordinators with their travel marketing programs and destinations. These include the TIA International Travel News Directory (\$40 per issue), listing 1,100 travel writers and various resources, and a meetings calendar (\$25 per year), listing industry meetings for up to three years.

Continued on page 43

# fitness/health update

# CORPORATE WALKING PROGRAM: A FAMILY AFFAIR

by Robert J. Sweetgall

partived home motivated by a super corporate seminar on exercise and weight loss. Entering the kitchen, their eyes dilate at the site of a mound of chocolate chip cookies and a dish of M&Ms. The kids are parked with Doritos in front of the TV and their new "To Do" lists hang by a magnet on refrigerator doors. This was the day your employees were planning to kick-off a personal fitness crusade. Good luck!

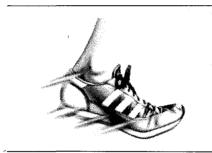
They start talking "fitness" at the dinner table in between bites of salty fried chicken and swallows of Coke, but all they get back are blank stares. Even the dog still waits for his fatty leftovers. No one at the table seems to care about target heart rates, cholesterol, blood pressure and lifestyle risk factors. As they rise up from the dinner table, stuffed, lethargic and ready for a nap, they realize that their wellness dreams may be nothing more than a mirage. It's like swimming against the family tide.

But don't give up now! Think! Could there be one healthy fitness activity that entire families could start—including the dogs—and benefit from together? Since 1986, approximately 50 million have discovered a one-word answer: WALKING!

#### **WALKING AND FAMILY TIES**

Hundreds of corporations have discovered this one-word answer, and have subsequently organized on-site walking programs. Many companies already provide "walking courses" and challenge employees to "hit the road" for miles instead of for M&Ms.

Often, these courses are designed around sidewalks, perimeter parking lots, lawns and wooded areas, and are



marked with "trail signs" which accurately measure mileages along the loop. Packets containing tip sheets, maps and log sheets are usually handed out to new members joining the corporate walking club. Posters and flyers encourage employees to sign up and to become eligible for incentive awards such as T-shirts, mugs and sweat suits.

Special speakers are brought on site (often at lunchtime) to present "brownbag" health seminars. Most employees really appreciate this resource. There's only one problem! Often this healthy corporate message never gets beyond the plant gates.

Yet, with a little creative planning, any walking program can be turned into a family affair. But first ask yourself: Is it worth it? Why should management invest time and money in people who don't even work for "the company"? Your company may be having a tough enough time justifying "bucks" spent on its employees.

Maybe the best reason has to do with healthcare coverage and illness costs. If a member of an employee's family becomes ill, that illness costs the company—not only in premiums and benefit payments—but in employee productivity. How can an employee function at optimum level when he or she is worrying about ill-health in the family? Secondly, there's the situation of family support. A health-minded family makes it much easier for an em-

ployee to break the smoking habit, lose weight or maintain a walking program. It's that simple.

With this in mind, consider: How would it be possible for your organization to turn something as simple as walking into a program that both employees and their families could enjoy? Described below are a few suggestions.

# EVENING FAMILY WALKING SEMINARS

Most visiting health specialists are scheduled to lecture either at lunch or during normal work hours when it's virtually impossible for spouses and children to attend. Shift workers suffer in this regard, too. One sensible family option is to reschedule several such seminars after dinner, (typically around 7 p.m.) using an auditorium or main lecture hall. This is a no-cost alternative to a night at the movies. No babysitter is needed, either. Time permitting, a mini-walk can be coordinated at the conclusion of the program. Several such programs sponsored by DuPont have drawn over 100 employees and family members, focusing on the themes

- Walking for Cardiovascular Health and Weight Loss
- Walking and Weight Loss
- Walking, Nutrition and Stress-free Living

#### FAMILY FITNESS WALKS

Many families are enjoying the relaxed pace of fun walks where the object is not to finish first, but just to finish. This sends a message home with children—mainly that health is more important than winning at sports.

In the corporate sector there are great opportunities to promote such events.

Saturday and Sunday afternoons are very popular. Late weekday afternoons (5:30 p.m.) in the park work well, too! Special medals or patches can be given to attendees to encourage participation. Redeemable "Health Points" or "Healthy Bucks" can also be awarded to families for future prizes. Most of all, think about the friendships that could be fostered by having co-workers and their families walk together in the fresh outdoors.

#### **FAMILY INCENTIVES**

Most corporations reward their employees for individual fitness goals: 50-mile T-shirts, award certificates, etc. However, just imagine the kind of enthusiasm that could be spread if your entire family could be put in motion trying to achieve such goals as: (1) 100 family-miles a month for 12 straight months, or (2) a net family weight loss of three pounds per month.

#### CHALLENGES: DEPARTMENTALIZED

Could Department "A" walk more miles than Department "B"? What if each department allowed total family walking miles to count: both on and off the corporate campus? Scores could be posted on hallway bulletin boards and award certificates given to all participating family members. Your company might want to try a hypothetical crosscountry walk to another corporate branch. Children could give news reports in their classes on their family's walking trips. Maybe your management would sponsor one or more schools on a similar walking trip-all for the cost of charts and award certificates. How much good public relations could result from such actions in the community?

#### SPECIAL INTEREST WALKS

It's amazing how people who wouldn't consider themselves real walkers will show up at a "special interest" walk: birdwatching walks,

beachcombing strolls, architectural and cultural tours, and nature hikes. There may also be a special interest in a local charity for which you could organize a company walk-a-thon involving all family members. Possibly your wellness steering committee could sponsor an employee contest to come up with six creative special-interest walking events to be conducted on a bimonthly basis. These are the kinds of projects that help keep things going all year long.

# A HEALTH AND FITNESS FAIR WALK

Sometimes one single event such as a health & fitness fair can help motivate an individual toward a healthier lifestyle. Such affairs can be held indoors or outdoors—on or off company turf and can include educational exhibits set up by local health organizations. At these exhibits, any number of health screenings could be available to emloyees and their families. These possibilities include: blood pressure checks, appraisals, blood serum cholesterol measurements, eyesight screenings and nutritional analyses. As part of the health fair, local speakers could present short seminars on elected health topics. Even a family fitness walk is possible.

#### THE BOTTOM LINE

One of the most important factors in any health promotion campaign is role modeling—setting the example. This works in many different ways. We notice the behavior and health habits of our managers and administrators. We learn from within the family. Children pick up habits from their teachers and parents, and vice versa. When we walk, we are making a statement to our employees and our children. Without saying a word, we're inviting them to join us. Add in a touch of encouragement from the corporate side, and you're sure to have some followers in your footsteps. Æ.

Robert J. Sweetgall is president of Creative Walking, Inc., Newark, Delaware.

#### UNIVERSAL STUDIOS TOUR

P.O. Box 8620 100 Universal City Plaza Universal City, CA 91608 (818) 777-3793

Contact: Therese Andrade Frayne

Join the Universal Studios Tour's Fan Club. Club members will receive discounts on the tour, nearby hotels and restaurants, car rentals and much more! See King Kong, the ultimate horror; 50 incredible stunts in 15 amazing minutes in the Miami Vice Action Spectacular and our newest show—Star Trek Adventure.

#### **WESTIN HOTELS & RESORTS**

The Westin Bldg. 2001 Sixth Ave. Seattle, WA 98121 (206) 443-5274 Contact: Jim Weiss

Thirty-seven Westin hotels and resorts in Canada, the USA and Mexico City participate in "The NESRA Westin Weekend" program offering a 50 percent discount on weekends (Fri.—Sun.) or rack rates for rooms and suites, subject to availability and capacity-controlled. Call 800-228-3000 for reservations. "The NESRA Westin Weekend" must be requested by name.

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# NESRA network

#### REGION I

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Service and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Ann Derhammer—(716) 288-6049.

#### **REGION II**

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

Cleveland Employee Services Association/ Cleveland, Ohio. Contact Mary Berges—(216) 368-4504.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511.

**League of Federal Recreation Associations**/ Washington, D.C. Trip Shriver—(303) 977-6605.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

Warren and Youngstown Employee Services/ Warren, Ohio. Contact Susan Gulakowski—(216) 841-4523.

Washington Area Recreation and Employee Services Council/Washington, D.C., Contact Elise Auldridge—(301) 681-4183.

#### **REGION III**

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Felicia Goldberg—(312) 845-1100.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Gary Roehl---(313) 496-5773.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

#### **REGION IV**

Central Florida Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric—(305) 356-3365.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 557-6543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Reba Jones—(615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

#### **REGION V**

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 729-6097.

#### **REGION VI**

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Contact Lori Sharp—(303) 977-6605.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Bob Brown—(214) 457-5997.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Pamela Paniszczyn—(512) 821-3033.

#### **REGION VII**

Associated Industrial Recreation Council/ Burbank, California. Contact Carl Nicchitta— (818) 842-6121

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Verdene Allen—(714) 793-5982.

Employee Service and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Eileen Martinson—(213) 618-4747.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick—(602) 794-8248.

Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3494.

San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeff Cornish—(206) 924-2426.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

Tri-County Industrial Recreation Council/Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

#### **CONFERENCES & EXHIBITS**

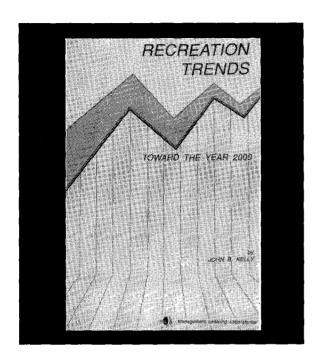
The 1988 NESRA Conference and Exhibit will be held May 11–15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

September 15–17, 1988. NESRA Region III Conference and Exhibit. Northfield Hilton Inn, Troy, Michigan. Contact Gary Roehl—(313) 496-5773.

September 22-25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

November 3-5, 1988. NESRA Region II Conference and Exhibit. Holiday Inn, Independence Mall, Philadelphia, Pennsylvania. Contact Jim Alexander—(609) 547-8284.

# **NESRA NEW ARRIVALS**



# Recreation Trends Toward the Year 2000

This data-based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

2400 S. Downing Avenue • Westchester, IL 60153

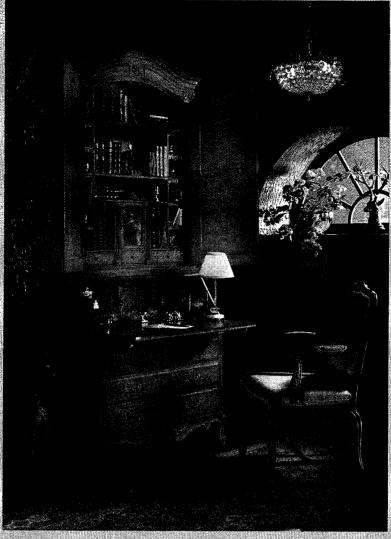
Member Price-\$20.95

# The Best Child-Care Option For Your Employees

A 101-page manual, which provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed. Member Price—\$10.95

Non-Member Price—\$11.95

THE BEST CARE CHILD CARE OPTION FOR YOUR OYEES EMPLOYEES 
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# Now NESRA members can save up to 50% on fine furniture & carpets.

NESRA members can now join the "Catalog Revolution". We have no "showy" showrooms. Just catalogs from America's best known, high fashion furniture, rug and carpet manufacturers — most of whom are located near our sparkling new distribution center, adjoining High Point, North Carolina, the furniture capital of the world.

Now NESRA members can buy direct. No more waiting for special sales or buying close-outs and out-dated merchandise. At Cherry Hill they can buy the latest styles of brand new interior furnishings, all first quality at everyday low prices with savings up to 50% off retail. NESRA members will be able to select from more than 500 of the finest brands. Names like:

HENREDON CENTURY, FICKS REED, KITTINGER, KARASTAN carpets—STEELCASE and BAKER CONTRACT for offices—to mention a few.

There are no membership dues or hidden costs. We provide nationwide inside home or office delivery. There is no sales tax on shipments outside of North Carolina.

Cherry Hill is a second generation family-owned business established in 1933 — providing more than 50 years of expert service. Member: Chamber of Commerce of the United States; Better Business Bureau of Central North Carolina; NESRA.

Employee service managers can order a no charge Cherry Hill Portfolio of Interiors package with full information on how to participate in this program by calling our toll-free number. Or write to us at the address below. Employees can ask their employee service manager for details or call our toll-free number.



1-800-328-0933 m most states

P.O. Box 7405
Furnitureland Station
High Point, North Carolina, 27264 1-919-882-0933

Associate member NESRA

# PMPLOXABLE TBRVIOLES

JOURNAL OF EMPLOYEE RECREATION

MANAGEMENT HEALTH AND EDUCATION

JULY, 1988

HEALTH AWARENESS
Via a Corporate Health Fair

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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

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# In this issue . .

- Employees who are aware of their health habits and knowledgeable about resources available to them to improve their overall health are valuable to every organization. Offering a corporate health fair is a project that benefits all involved. Read this month's cover story, "Health Awareness Via a Corporate Health Fair," (part I of a II-part series) to find how coordinating a fair is comparable to providing five to ten times as much service with half the work.
- Because three out of four serious accidents happen to workers off the job, providing an off-the-job safety program is an important element of any employee services/wellness program. Turn to "Off-the-Job Safety Programs" for a thorough description of the problem and detailed guidelines needed to implement your own program.
- Advances in technology are making more ways of traveling available to a broader base of travelers, creating an even greater demand for travel. Read "The Future of Travel" to find out about the changes to come, the specialization of travel agencies, the miniboom of short vacations and a general overview of the factors that affect the methods you may be using for business or vacation travel planning.
- Every volunteer organization that makes decisions in a democratic way is following parliamentary procedures—whether its members understand it or not. Turn to "Parliamentary Procedures for Employee Association Meetings" for information regarding basic parliamentary knowledge and the elements used to run effective meetings.
- Also in this issue, the ESM Bulletin summarizes the findings of a research report revealing that social support in the workplace is a major factor influencing job satisfaction. And don't miss this issue's Fitness/Health Update which features quality relationships as an essential element of overall wellness.

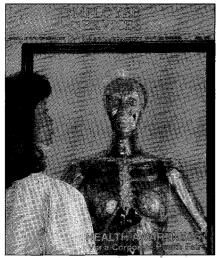
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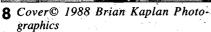
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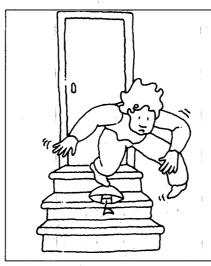
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# **JULY 1988**

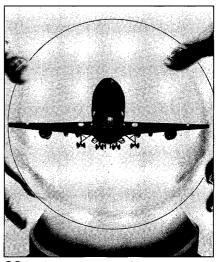
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The anatomical figure pictured on the cover is exhibited at the Robert Crown Center for Health Education, Hinsdale, Illinois. Laura Sorce, left, is an instructor at the center which offers program information on current health care issues.

# Features \_

#### HEALTH AWARENESS VIA A CORPORATE HEALTH FAIR (PART I)

by Doreen Cato

A look at the components of a corporate health fair and guidelines needed to coordinate one

#### **OFF-THE-JOB SAFETY PROGRAMS**

by Bernard Hyland

A complete guide to implementing an effective off-the-job safety program

#### THE FUTURE OF TRAVEL

by William D. Toohey

An overview of the factors influencing future travel planning procedures

#### PARLIAMENTARY PROCEDURES FOR ASSOCIATION MEETINGS

by Marshall Soren/Bob Leiman

General guidelines needed to lead productive meetings

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by Kathy Carney

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# ESM bulletin

# Social Support Key Element in Job Satisfaction

recent research study conducted by Karen Stanley of California State University—Chico reveals that social support is a key factor influencing job satisfaction. Social support is "the interpersonal interaction involving one or more of the following: behavioral assistance (i.e., wellness programs), intimate interaction (listening, expressing esteem, caring, understanding), guidance (i.e., ES programs such as referral services) and managerial feedback." Although much research has been done in the areas of occupational stress, social support, and job satisfaction, there have been few studies like this one which examine the sole relationship between perceived social support at work and job satisfaction, in an industrial setting.

This research study utilizes results from a stress and health questionnaire for an employee wellness program. The following is an outline of the study and its findings.

The sample of this study consisted of nearly 340 employees—approximately 80 percent male with an age range from 19 to 62—of a Northern California manufacturing plant. The average age of both men and women was 36.

These employees were involved in a wellness program recently started at their plant. All employees were requested to fill out a stress and health questionnaire which contained a social support scale and a job satisfaction scale. The employees were informed and assured that all information collected would remain confidential. The survey included the following questions pertaining to immediate supervisors, other people at work and people outside of work: Do these people go out of their way to do things to make your work life easier for you? Can they be relied upon when things get tough at work? Are they willing to listen to your personal problems? How easy is it to talk with each of them?

The results show that employees who have high social support at work also tend to experience high overall job satisfaction. That is, 67 percent of respondents with high social support, compared with 44 percent of those with low support, reported high overall satisfaction. This finding is consistent with Stanley's expectations since individuals who receive positive social support at work are more likely to experience enjoyment and satisfaction with their work.

When comparing results by gender, almost 20 percent more females than males with high social support reported high levels of job satisfaction, indicating that women find social support more important for increasing satisfaction in their work than men.

Satisfaction with the company and with work boredom were both positively associated with the level of social support at work. However, social support proved to have little, if any, effect on satisfaction with work load. Nonformal social interaction at the workplace can have a very positive effect on reducing work boredom. High satisfaction with the company appears when employees are receiving and experiencing social support from individuals they work with and from those who manage the plant.

"Employee health promotion and wellness programs can play a major role in helping to achieve this goal," Stanley suggests. Employees can be brought together in a supportive nature through exercise and fitness programs. Cohesiveness may be enhanced and facilitated by offering employees the opportunity to share together team sports and fitness classes either during lunch or before or after work hours. Exercise can help decrease stress levels, and increase physical and emotional health. According to Stanley, "Healthy employees are more likely to be satisfied with their work, and their life."

In addition to wellness programs, supervisor communication training can also potentially be a very effective method for increasing social support. Support groups for employees to share their feelings, whether personal or work-related, could be another effective means in helping increase social support.

There were eight subcategories of social support and job satisfaction examined in the study, and all except two were proven to be statistically significant.

If individuals belong to an open, trusting and warm social support system at work, it can serve as a defense against the stresses of the job.

In addition to reducing stress, social support can also increase feelings of caring and recognition, help clarify roles, improve problem-solving skills, help gain information for the use of resources, reduce feelings of isolation, and improve overall work performance.

After citing documented proof of these benefits, Stanley concludes that "individuals who receive positive social support at work are more likely to experience enjoyment and satisfaction with their work."

"A logical goal for organizations, therefore," Stanley continues, "would be to find ways to build and incorporate high levels of social support in the workplace." Companies should observe their existing social support and then, build on the weaknesses, and encourage the implementation of activities and interactions that would enhance social support among employees.

The complete thesis is available at NESRA Headquarters.



# news in brief

#### **Excitement vs. Relaxation**

Adventure travel has taken a new turn. Travelers are not only trading their traditional relaxing vacations by the beach for exciting adventure trips, but also enlisting in unusual destinations and experiences, reports the Wall Street Journal.

Thrill-seekers are going to ranches to round up and dehorn cows, to Wyoming to snow camp (which includes carrying a 55-pound backpack while skiing and building igloos), and to the North Pole to cross-country ski.

Workers find such trips to be a "stress replacement therapy" where they actually trade their everyday work worries for the tensions of an adventure trip which demands full participation of body and mind. Some employees report feeling more refreshed when they return to work after a stressful vacation than a relaxing one.

One company specializing in treks to Tibet or a month across the Sahara with camels has experienced a 30 percent business growth in the past five years. Yet, there are some demands not being met. Young professionals with limited leisure time are demanding condensed expeditions such as a weekend mountain climb.

There is quite a variety of adventure trips now offered which provide opportunities for travelers' wildest vacationing dreams to come true.

- In Katmandu travelers can spend a couple of weeks with shamans learning about the spirit world, healing ceremonies and mud dolls.
- In California travelers can awake at 6:30 a.m., hike four-to-six miles after breakfast, spend the afternoon doing calisthenics and hike more at night.

- In Switzerland travelers can dig for dinosaur bones while assisting scientists in research.
- In St. Croix travelers can stay up nights protecting the eggs of leatherback turtles.

Travelers are truly searching for adventure. They not only want to discover faraway places, but they also want to participate in awesome experiences.

#### **Interactive Videos**

Video games are moving out of the arcades and into corporations where they are becoming multipurpose employee communications and even sales training tools, according to the April, 1988 issue of *Personnel Journal*.

One user attributes a 15 percent gain in production to the use of video sales training programs.

"Interactive video" is the name given to this newest communication

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technique in the workplace. It is being used increasingly by a number of major corporations.

The combination of sight, sound and personal participation by the employee is proving to be a very effective way to disseminate a variety of information because employees are being entertained while they learn.

Using the interactive video, employers can liven up "dry" material such as information on insurance packages, incentive plans, sick and vacation leave, stock options, payroll matters, educational opportunities management training programs and other matters.

For employees, the main advantage of interactive video is its ease of use. Companies using it in their human resources programs gain a three-fold advantage;

- The assurance of consistency of information disseminated to employees on policies and benefits
- The provision of automatic

feedback on employees' interests and knowledge of the company

 Significant cost savings in having information available throughout the workweek to accommodate employees on various shifts and in various plants or office locations.

#### Live Longer

What's the secret to a long life? Exercise? Avoiding alcohol and tobacco? Having the right genes?

A federal government task force studied the factors that contribute to long life spans. They found that many things, including those just mentioned, can have an effect on how long people live. But the most important factor was work satisfaction. People who enjoy their work tend to live longer and healthier lives, according to a March, 1988 Nationwide Insurance newsletter.

The statistics showed that entertainers lived longer than factory

workers; top executives and top salespeople lived longer than those at middle levels; and musical conductors lived longest of all.

The reason? People who love their work throw themselves into it with enthusiasm. They don't have time to get bored. And they have learned to handle stress by working to their limits every day; emphasizing their successes, and laughing at—and learning from—their failures.

People who cultivate these characteristics find their work challenging and satisfying. They're most likely to achieve success—and to be around a long time to enjoy it!

#### Baseball Injuries Reduced

Using breakaway bases on softball fields could prevent an estimated 1.5 million base-sliding injuries annually in recreational games, according to a study by University of Michigan

# NESRA Education and Research Foundation

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

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# news in brief

Medical Center researchers.

The comparative study showed that 95 percent fewer injuries resulted from sliding into a breakaway base than into a standard stationary base. Base sliding accounts for more than 70 percent of softball injuries, so the use of breakaway bases could significantly reduce injuries and related medical costs.

"The average softball season is 20 games. With about 40 million people playing in the United States, statistics indicate that you can prevent 1.5 million injuries and save more than \$2 billion in medical costs a year," says an orthopedic surgeon.

During the study, 627 games were played on softball diamonds with stationary bases, resulting in 45 sliding injuries. Of 633 games played on fields with bases designed to break away under impact, only two sliding injuries were reported.

Injuries on the fields with fixed bases resulted in \$55,000 in total

medical costs. The total cost to players injured on fields with breakaway bases was just \$700.

Reactions to the bases by players and umpires have been almost as positive as the reduction in injuries. Umpires who were unaware of the study had no difficulty with judgment calls. Although sliding players broke away the bases up to six times each game, field supervisors reported no significant game delays.

# Consequences of Early Retirement

Companies considering promoting early retirement to employees should be aware of the consequences before taking action, the March, 1988 American Association of Retired Persons newsletter reports.

Early retirement will decrease the size of the company's workforce and

cut back on middle management salary costs, but companies may discover that it creates more problems than it solves.

The remaining middle managers may lose trust in their company. Since it appears to them that the loyal, long-service employee is not valued, they may seek new jobs in environments that value the jobhopping free agents.

Detecting this state of flux, new employees may feel no loyalty to the organization and only stay as long as it is in their best interests. While choosing to cut costs, companies may also be sacrificing knowledge of company policy and culture which is lost in the midst of increased turnover. Productivity may also suffer due to a decline in trust and morale.

As alternatives to early retirement, companies may consider a combination of hiring freezes, retraining present personnel,



reassigning personnel within the organization and converting some full-time positions to part-time positions.

#### **Billions Spent on Sports**

Even though 47 percent of Americans never participate in sports, a recent survey shows Americans spend over \$8 billion a year on sports equipment, including \$1 billion a year on exercise equipment, reports a March, 1988 issue of American Demographics.

Of the 16,000 adults aged 18 to 64 polled (in addition to the inactives) 26 percent are low actives, playing sports less than 30 days a year, 9 percent are moderate actives, participating in one or more sport between 31 and 60 days a year, and 18 percent are high actives, playing sports more than 60 days a year.

The sports equipment market can be broken down to three groups; those who buy and use the equipment, those who might use the equipment and those who never use

It's important for marketers to know who plays sports, how often and what equipment they own. A new market for sporting goods manufacturers and fitness centers might be the group that does not own equipment, but may be persuaded to buy it.

#### **Matching Health Habits**

After years together, married couples not only begin to look alike, but they also acquire similar health habits, USA Today reports.

One person "gradually converts the other, or they grow together, more toward one another in health

habits," says a fitness research professor.

A survey conducted in Ann Arbor, Michigan, examined the lifestyles and health profiles of 438 couples ages 30 to 44. Some matching health habits were found in participating couples.

Cholesterol and blood pressure were almost identical among couples, even though both ratings are partly genetic.

Couples were also similar in terms of being overweight and underweight in proportion to their height.

Individuals within a couple don't act alike when it comes to social pressures. The largest difference appears in smoking. While 32 percent of the husbands smoke, only 13 percent of the wives do. Drinking habits were another mismatch: 12 percent of women have more than eight drinks weekly, 29 percent of men do so.

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# HEALTH AWARENESS . . . VIA



The above corporate health fair booth is a height, weight and blood chemistry station featured at the Washington Mutual Savings Bank "Healthy Heartfest."

Free facials were offered during the fair.

#### by Doreen Cato

Thy is it so hard to stop smoking? Heart attacks run in my family; what are my chances? I love tanning in the summer, but I've heard it's not all that healthy. Is that true? I'm worried about colon cancer, is there a simple test?

These questions are asked over and over again. How can a manager or volunteer leader address these needs without costly promotions? One of the most inexpensive, yet effective promotional tools for an employee services, recreation, and health promotion program is a health fair. Health fairs educate and motivate individuals to take responsibility for maintaining and improving their own health.

The advantages of providing free screenings and health awareness information at a health fair include a high rate of voluntary participation, the ability to work with large groups of people, the presumption by employees that if the company sponsors a program it must be valuable, the opportunity for mass communication, and the creation of social support for behavior change on an individual or group basis. A health fair can be tailored to meet any size worksite and budget.

Most successful health fairs will implement three or four of these five equally important components:

Interactive Exhibits: Health education can occur through the use of computer "learning centers," exhibits with "hands-on" demonstrations, reading materials, and films. An interactive education takes place at each screening station as trained volunteers provide basic information. When individuals are informed of current health issues, they make more educated decisions regarding lifestyle and health habits. A few examples of interactive exhibits include:

Food demonstrations with testing samples:
 Emphasis on preparing foods using herbs and vegetables for natural seasonings, instead of salt.

# A CORPORATE HEALTH FAIR



Pictured above is an "interactive" exhibit on camping.

Vision/Glaucoma Screenings are also a popular health fair station.

- Biofeedback demonstrations: Participants can see how biofeedback techniques are used to control blood pressure and stress.
- Recreational equipment: Demonstrate how to properly use camping, whitewater rafting, and mountain climbing equipment.
- Medication interaction consultation: Participants can bring samples of medications they take, both prescription and over-the-counter drugs and talk with a pharmacist about possible dangerous reactions.

Screenings: Basic health screenings that can be offered at the worksite are: height/weight, blood pressure, diabetes, visual acuity; and blood chemistry analysis and/or cardiac risk profile, or cholesterol screening only. Additional screenings that may be offered are hearing, glaucoma, oral screening, colon rectal, breast exam,

sickle cell, Tay-Sachs, podiatry, and lead poisoning. These additional services can be provided depending on local resources and employee needs. Most screenings are free with the exception of blood chemistry analysis, cardiac risk profile, and cholesterol checks. Screenings are excellent tools in catching potentially harmful situations that put individuals at risk.

Summary and Referral: This component minimizes misinterpretation of screening results. Various volunteer health professionals will review test results and health history, bring attention to potential risk areas, assist with referrals, and answer questions. This component reinforces the health education process.

Follow-up: Follow-up to most test results can be offered immediately at screening booths, with the exception of a blood chemistry or cardiac risk profile, which is usually mailed by the participating medical lab or clinic within three to six weeks. This will serve as a

reminder of the event, continue to motivate any lifestyle changes or to prompt counsel with one's own physician.

Marketing: Critical to the success of all health fairs is the marketing effort. Promoting a health fair through a comprehensive marketing plan ensures awareness, motivation, a large versus small participation, and understanding of the significant benefits unique to this type of service.

First things first—how does a manager or volunteer leader obtain: 1) corporate support and involvement, and 2) vendors or sponsors? What are some innovative approaches to promoting an employee health fair?

# CORPORATE SUPPORT AND INVOLVEMENT

Getting upper and mid-management involved in the initial stages of planning can pave the way for cooperation from all levels of management. This involvement may be in the following forms.

- Preceding promotional activities, the chairman of the board and/or president signs a proclamation recognizing the health fair and encourages employees to participate. Taking the initiative to write the proclamation and making it available to senior executives will save time and inform them of what is happening with the program.
- Consult with key people in the organization who are skilled in or have access to marketing resources. These individuals not only can assist in the development of a marketing or promotional plan, but their knowledge of how to get the best quality for less and make the program effective is invaluable. They may even be willing to spearhead the in-house promotion by designing the posters, buttons, banners, mailers, fliers, registration forms, etc. as well as coordinating and overseeing their production to meet timelines for circulation. Their established involvement with the media and community makes them more knowledgeable about which approach or type of media is appropriate for the identified target audience.
- Develop a small committee of employees that currently participates in a health-oriented program. They can assist in identifying the types of services other employees would like to see at a fair. This group can also encourage others to get involved as volunteers during the fair. In addition to participating at the event, employees can take an active role in the promotional activities preceding the health fair. It's also a good idea to consult with legal counsel and/or risk manager on structure of the consent and release form. These individuals can inform the community about the company's policy regarding extending the health fair (on a limited basis).

# COMMUNITY VOLUNTEERS AND SPONSORS

The health fair team consists of medical, community health services, and nonmedical volunteers, and various

sponsors.

Medical volunteers from the community can be professionals and/or students. Nursing and medical students, supervised by an instructor, can gain clinical experience in community health while staffing a health fair. Both the medical professional and student can aid in quality control, blood pressure, vision, and anemia screenings. They can also help establish personal health goals at the summary and referral station.

Community health service volunteers are medical technologists, paramedics, physician assistants, etc. They can assist with the same screenings as the medical volunteer. The community health volunteer can assist at educational computer learning centers, staff exhibits, and offer information on available community services.

Nonmedical volunteers are service groups, associations, clubs, employees and other organizations. These individuals can staff registration, height/weight stations and serve as guides at the fair.

#### **SPONSORSHIP**

Sponsorship from either a health agency (i.e. American Red Cross, American Heart Association, etc.) hospital, or clinic can aid in recruitment of medical personnel and community health services. Their involvement in the early stages can help in establishing a selection criteria for the types of screenings and the screening of medical volunteers. This group can also share in the expenditures for marketing materials and promotion in the community.

If the health fair is offered to the community as well as the employee group, contact the media for possible sponsorship. Media involvement allows for community education through different forms of communication.

A manager or volunteer leader coordinating the health fair can also choose to do their own "grassroots" promotion by developing a media list, news releases, and Public Service Announcements (PSAs). A media list may be developed by consulting the local library and/or telephone book. Call each broadcast station and newspaper to find out who should receive the news release and what the criterion and deadlines are.

Try to plan a health fair to coincide with another event such as the observance of American Red Cross month in March, National Physical Education and Sports week in April, or National High Blood Pressure month in May. The health fair can also be preparation for the popular community fun run. A theme of key importance will make a large impact on the target audience. This would also be the appropriate time to "catch the wave" of hype provided so generously by the media, which will make the target audience consciously aware and concerned about their health.

In addition to fliers, in-house newsletters, posters, or brochures, incentives or gimmicks can be used to educate and motivate employees prior to the health fair. This will also ensure high attendance. The following are examples of incentives used at health fairs.

• Scratch or playing cards with health education

# **Established Fair Guidelines**

To ensure quality in service and minimize the level of risk, the following protocols should be followed:

#### Station I

Individuals are required to sign a consent and release form, before participating at any screening or exhibit. If the individual is planning to have any blood work done, they are referred to the blood pressure screening station.

Staffing: two to three nonmedical volunteers.

#### Station II

Registration for Cholesterol or Comprehensive Blood Analysis: This station requires individuals to fill out any separate forms provided by the medical laboratory or clinic.

Staffing: two nonmedical volunteers, one to two health professionals (to answer any questions regarding blood analysis or cholesterol).

#### Station III

Blood Pressure: This station identifies any elevation of blood pressure, prior to blood withdrawal. If elevated, the individual is referred to a medical doctor volunteering at the time, or summary and referral station.

Staffing: three to four health professionals.

#### Station IV

Height/Weight.

Staffing: one to two health professionals or trained nonmedical volunteers.

#### Station V

Blood Analysis or Cholesterol Screening: Recheck to make sure all registration forms are completely filled out. The consent/release form must be signed.

Staffing: Provided by laboratory.

#### Station VI

Summary and Referral: This station reinforces health education, assists in making appropriate referrals in the community, and answers any questions.

Staffing: three to four medical professionals or senior medical students.

#### Stations VII-IX

"Interactive" Health Awareness Exhibits: These stations can be stress, nutrition, fitness assessments, biofeedback, etc.

Staffing: Health professional and nonmedical volunteers.

Many more stations may be added depending on how ambitious an individual is in coordinating, finding resources, size of site, and sponsorship of the event.

information or the theme, date, times, and location of the health fair imprinted on them. The scratch card can be distributed once each week prior to the health fair. Prizes can center around the theme. For example, if the fair is held during American Red Cross month, employees can receive small inexpensive personal first-aid kits. The playing cards can be distributed in five days or once a week for five weeks. Those individuals holding cards with five hearts win a prize. These two incentives can be costly if the employee group is large, however they are highly effective.

• A wellness or health challenge is inexpensive and fun to do. This is based on an accumulation of points for selected categories. For example, attendance at a brown bag seminar is 10 points, participating in aerobic classes is 20 points, attending the health fair is 40 points and so on. This incentive limits the number of prizes awarded.

All of these examples can be extended to remote work sites. Remember, promotion puts your goals and audiences within reach.

#### **COMMUNITY INVOLVEMENT**

The health fair was originally coordinated nationwide by the National Health Screening Council of Volunteers, Inc., (NHSCOV) in 1971. Many states elected to rename their own project. For instance, Washington State's health fair program was called Washington Health Fair, later changed to HealthCheck Northwest. NHSCOV (now defunct) was established to provide comprehensive low-cost health fairs. They secured media and medical sponsorship and provided the medical laboratories for comprehensive blood analysis. NHSCOV also supervised the criterion for health screening protocols and quality of services made available to companies and the community.

Many organizations nationwide have elected to continue this event, using the established protocols as guidelines. Washington Mutual Savings Bank, Weyerhaeuser, Associated Grocers, hospitals, and a host of others continue to offer low- to no-cost health screenings.

Washington Mutual Savings Bank has sponsored health fairs for the employees and downtown Seattle community for three years. This year, a joint venture between Washington Mutual and Medical Service Corporation, The American Heart Association and KREM-TV sponsored a one-day health fair in Spokane, Washington, for the downtown business community and bank employees. One of the bank's financial centers was selected as a site. The theme of the fair centered around the National Heart Month in February and was themed "Healthy Heartfest." This fair was designed around seven lifestyle components of the ten risk factors for heart disease, featuring screenings that determined individual risk for these factors.

Staff members from Spokane's hospitals and health facilities provided screenings and counsel on lifestyle changes that minimized the risk of developing heart disease. Screenings available were: high cholesterol, diabetes, blood pressure, stress, nutrition, and fitness assessments, height/weight and smoking. Door prizes donated by downtown merchants were promoted by KREM-TV along with the upcoming event. This gave free advertising to those merchants who participated and motivated the community to attend.

The following information outlines the responsibilities of each sponsor, budget, and timeline.

#### **ROLES OF SPONSORS**

Washington Mutual Savings Bank, as site coordinator, took the lead role in setting up the booths and arranging for the logistics of the event. They also coordinated the "lottery," along with obtaining prizes from local merchants. Promotional activities were shared with Medical Service Corporation.

Medical Service Corporation coordinated with Washington Mutual the production of promotional materials and recruited medical, health professionals, and nonmedical volunteers to staff the stations.

The American Heart Association provided free promotional materials, such as posters, brochures and literature for the informational booth. They also provided staffing for the informational booth throughout the fair, to discuss people's results, give further information, and referrals.

KREM Television was the media partner of the Heartfest. They provided free coverage about the fair. This coverage was before, during, and after the event. KREM produced and aired the Public Service Announcement that informed the public about the free service offered to the community.

#### **BUDGET**

Financial support through in-kind contributions from the KREM Television, Medical Service Corporation, The American Heart Association and Washington Mutual savings Bank kept the cost low. Below are the detailed costs incurred.

Three Banners\$	300.00
Fliers (promotional and screening)	400.00
Lottery Tickets (production and printing)	300.00
T-Shirts (Heartfest Staff)	200.00
Heartfest buttons (giveaways)	250.00
Print Advertising	500.00
Booth Set-ups/Decorations (rentals)	700.00
Total\$2	,650.00

#### **TIMELINE**

This timeline was for the last two months prior to the fair.

**December:** Finalize plan with all sponsors, design logo, develop P.S.A. theme, draft brochure copy, contact all screening organizations, contact all merchants, obtain map of lobby, order all booth materials, order all promotional materials, and draft proclamation from City of Spokane Mayor.

**January:** Secure promotional materials, print brochures, banners, lottery tickets; finalize all screening preparations, and all merchant prizes.

The Healthy Heartfest serviced 500 individuals. All four sponsors plan to participate in 1989.

#### **SUMMARY**

Remember that coordinating a health fair is comparable to providing five to ten times as much service with half the work. Depending on one's company policy, expanding this service to the community would provide a needed service to those who find it unavailable. A health fair would also answer those questions a manager or volunteer leader often hears—"Why is it so hard to stop smoking?" "I love tanning in the summer, but I . . . and . . ." See you at the fair!

Doreen Cato is manager of Washington Mutual Savings Bank's statewide wellness program, Seattle, Washington.

#### References

- 1. 1984 National Health Fair Program
- "Protocols for Health Screenings," Health Check Northwest Medical and Nursing Advisory Committee.

Health Fair promotional and marketing strategies, equipment requirements, exhibitor selection advice and more details needed to offer a health fair will appear in part II of this article next issue.

# **NESRA PUBLICATIONS**

#### Program Growth Ideas— 2nd Edition (New)

This 2nd Edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much more

Member Price—\$20.00 Non-Member Price—\$30.00

# An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

#### Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

Member Price—\$21.00 Non-Member Price—\$26.00

# The Best Child-Care Option For Your Employees (New)

This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95 Non-Member Price—\$11.95

#### Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

Member Price—\$20.00 Non-Member Price—\$40.00

#### Employee Şervices Management Magazine

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

1 year-\$27.00

2 years—\$46.00

3 years-\$65.00

Add \$5.00 (U.S.) per year for foreign subscriptions.

# Recreation Trends Toward the Year 2000 (New)

This data based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

Member Price—\$20.95

#### **Standard Sports Areas**

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00 Non-Member Price—\$10.00

#### Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00 Non-Member Price—\$40.00

# The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price-\$3.00

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# OFF-THE-JOB SAFETY PROGRAMS



By Bernard Hyland

ost companies realize the importance of occupational safety, and company personnel spend a considerable amount of time and effort worrying about it. They clean up worksites, post warnings, publicize safety tips, take courses in proper equipment operation, hire consultants and attend seminars. In the course of all this, a simple but devastating fact often goes unnoticed:

Three out of four serious accidents happen to workers off the job, according to the National Safety Council.

#### THE PROBLEM

In 1986, the last year for which statistics are available, off-the-job (OTJ) accidents cost the nation more than \$37 billion in hospital and medical insurance costs, wage losses, and loss of goods. Not included in this figure were the "hidden costs" of production slowdowns and delays, retraining and replacement, lost sales, late deliveries, and loss of customers. Production time lost due to OTJ accidents totaled 60 million

days, as compared with 35 million days lost in occupational (on-the-job) accidents. More than 36,400 workers died and 2.7 million were disabled in OTJ accidents in 1986. That's three times as many deaths and 1½ times as many injuries as those that took place at work. One manufacturing company recently reported that its employees suffer 18 times as many accidents off-the-job than they do at work.

Make no mistake: An employee safety program must go beyond the workplace if it is to be truly effective.

An effective safety program must instill safety-conscious attitudes and produce safety-conscious behavior. While an occupational safety program can certainly succeed, it can also fail: employees may see safety merely as one more component of the job, along with paychecks, supervisors, and lunch breaks. At the end of the day, safety stays in the workplace.

The ideal company safety program integrates both occupational and OTJ safety and health efforts. In doing this, safety-consciousness becomes

more than just one random facet of a job; it becomes integrated holistically into everything an employee does, both in attitude and in action. Safety becomes, to use a cliché, a way of life. One chemical company that conducted an extensive OTJ program found that its occupational accident rate dropped as a result, simply because employees had developed a more positive attitude toward safety in general.

Most companies already implement safety on the job in order to comply with federal regulations and increase productivity and efficiency. It takes a company with both insight and foresight to recognize the importance and benefits of an OTJ safety and health program.

As noted, an OTJ safety and health program saves money by reducing accidents and illnesses. But it also benefits a company in subtler, but quite significant ways. An OTJ program can be an excellent public relations tool. It shows a serious commitment to employee safety and health and a concern for employees above and beyond the call of duty. Obviously, this can show the

company in a favorable light.

The employee, himself, receives the feeling that the company sees him as more than a cog in a wheel. And good morale in relation to a safety and health program leads to greater acceptance of it.

How, then, can you start an OTJ safety and health program in your own company, with employees responding positively to the program and the result being an overall safety-and health-consciousness, in both attitude and behavior?

### GETTING STARTED: PROBLEM IDENTIFICATION

The first step is to formulate an intelligent plan of action. This means deciding what topics you want to address and how you want to address them. Certain general subjects, like defensive driving, slips and falls, and first aid should always be covered. They are *essential* curriculum components of an OTJ program.

On the other hand, there are supplemental curriculum components, which can vary according to such factors as employee interest, time of year, and the company's geographical location. It doesn't make sense to promote boating safety if nobody on your staff owns a boat. Nor is it wise to promote Christmas safety during July. But if your company is based in Oklahoma, it

certainly makes sense to promote tornado safety.

A certain amount of marketing savvy is necessary for planning a successful OTJ program. In order to pinpoint the *particular* OTJ safety and health problems of your organization, you obviously have to find out how employees and their families are being hurt.

For general causes of OTJ injuries and deaths, refer to: the National Safety Council, the Bureau of Labor Statistics, the National Highway Traffic Safety Administration, the American Red Cross, and other such organizations. More specific information can be derived from your own company's records. Consult your company's medical and insurance records, and have supervisors keep records of employees' OTJ accidents.

Have employees themselves tell about OTJ accidents that involve them and their families. Use a standardized accident report form. This will facilitate information gathering and grant your program a certain authority. Be sure, though, that you do not press too hard to get every detail in the early stages of your program. This turns people off.

Explain to employees the beneficial purpose of accident record-keeping. Appeal to the common sense aspect of the OTJ program and stress the mutual benefits for management and workers. When employees see that the OTJ accident

information will not be used against them but, on the contrary, will be used for their benefit, they will be more likely to cooperate in keeping records and supplying information.

One final aspect of record-keeping would be to ask employees what subjects they would like to see addressed in an OTJ program. Employees may foresee safety needs in some area before accidents have even occurred there. As the saying goes, an ounce of prevention is worth a pound of cure. Plus, employees respond positively to the notion that their input is valuable.

Once your records are in, you can start to pinpoint your company's OTJ safety and health problems. Do your employees have a particular need for information on an essential safety subject? For instance, are their motor vehicle accident rates greater than the national average? Perhaps employees show a special need for safety training in a supplemental subject—if a large number of employees have small children at home, you might consider emphasizing home poison prevention in your OTJ program. Figure 1 offers a breakdown of possible OTJ safety and health topics by season and area of concern.

Most companies, it seems, have found that falls, motor vehicle accidents, sports injuries, and overexertion sprains and strains account for the majority of their OTJ accidents. The informal survey

Figure 2

# EMPLOYEE OTJ DISABLING INJURY CATEGORIES OF FOUR MAJOR MANUFACTURERS

Home

Cuts on sharp objects

Falls, slips

Lifting, pushing, pulling (sprains/strains)

Struck by falling or flying objects

Public

Fights, assaults

Falls, slips

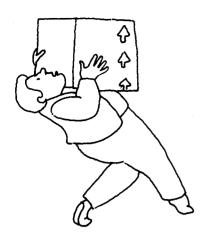
Lifting, pushing, pulling (sprains/strains)

Sports (outdoors/indoors)

**Transportation** 

Automobile, truck, recreational vehicle

Motorcycle, moped



findings of four major companies—Allied Corporation, Armco, Inc., Deere and Company, and E. I. du Pont de Nemours and Company—are shown in Figure 2.

#### FINDING SOLUTIONS

Once you've targeted the specific areas you want to cover, find the solutions to your company's safety and health problems. Often, obtaining information is simply a matter of making a few phone calls. Consult experts for the information you need, such as safety and health booklets and manuals, films and videotapes, and educational materials. Many organizations offer courses in safety and health training that can make you a personal safety advisor for your company.

# DESIGNING THE PROGRAM

Once you've gathered your informational and educational materials, you can start to design and implement your OTJ program. With regard to overall strategy, keep the following factors in mind.

Appeal to employees' common sense. Statistics show the benefits of an OTJ safety and health program—make facts work for you. The truth is on your side. It can be a powerful ally. Stress the mutual benefits of accident prevention and health awareness for both employees and management. Employees appreciate an appeal to common sense, because it shows you respect their intelligence.

Use positive thinking and motivational tactics. You certainly have an important message to get across, but the last thing an employee wants to hear is a sermon. Don't preach, coerce, scold, or patronize. Avoid negative appeals like "Don't do this" and "Don't do that." Emphasize the positive effects of practicing OTJ safety and health rather than the negative consequences of neglecting it.

Get employees' families involved. An effective OTJ safety and health program must include employees' families, for the simple fact that a serious injury to a family member means the employee will miss work to be with that person. Because family ties are such a potent force, getting an employee's family involved in an OTJ program can have a powerful coercive effect on him. He may not be interested in home fire prevention himself, but when his children tell him they want to start having fire drills and inspections, he may sit up and take notice.

Get all levels of the company involved. If management remains aloof from an OTJ program, employees may see the management position as hypocritical. Make the program a group effort. Involve employees in the "ideas" end of it—the development of safety and health activities and observances. On the other hand, be sure that management doesn't just pay lip service to the program, but actively participates in it as well.



Think "campaign." For a campaign to work, all its components have to complement and reinforce each other. A general theme or slogan can unify diverse topics and methods. Be strategic and plan your topics well in advance. Make sure that all campaign leaders know their



duties and are capable of carrying them out.

Time your program. Set appropriate time intervals between each topic featured in your campaign. Too-frequent change will not provide complete saturation, while too much time between topics can result in a lack of interest. Keep the individual safety campaigns going at a good pace, but terminate them at definite, predetermined dates. There is such a thing as overdoing it! The minimum time suggested for each topic is one month, or six months for the entire campaign. These numbers, of course, may vary according to company size, employee morale and receptiveness, and available publicity resources.

Sell the program. The way you present employees with safety and health information can make or break your campaign. Employees generally don't need or want a mountain of boring literature, and they don't want to be beaten over the head with the same topic for nine months. Vary both the topics of your OTJ campaign and the ways you present safety and health information-get employees involved as much as possible. Interactive programs with attractive visuals are often more effective than written materials. Think of your employees as an audience-a good OTJ program

should entertain as well as inform them.

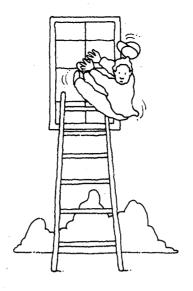
### IMPLEMENTING THE PROGRAM

With these general principles in mind, and your budget, objectives, and timetable calculated, you can start to implement the program. Gather and prepare whatever materials your campaign will require—books, pamphlets, posters, films, videotapes, slide shows, educational materials. Appoint and train campaign assistants and supervisors. Be sure to select highly motivated individuals who can handle both minute details and overall campaign strategies. Your assistants should also have the necessary enthusiasm and interpersonal skills needed to "sell" the campaign to employees.

Implementing your program means using the most effective information outlets available, in combinations that drive home your safety and health messages. A number of easily accessible communication avenues that have been used with success by companies include the following:

In-house publications. An inhouse publication affords a quick, easy, inexpensive means of transmitting information. In addition, it can provide a forum or rallying point for your campaign. With an inhouse publication, you can personalize the campaign-for example, stories about serious OTJ accidents that happen to (or, better yet, are prevented by) an employee or an employee's family member. A publication can also be used as a publicity organ, with updates and highlights of each aspect of the campaign.

Reference booklets. The advantage of printed materials, if they are well-written, is that they provide a permanent, handy guide to safety and health questions and problems. The disadvantage is that they are often impersonal and narrow, meant to be read by one individual and one individual alone. The secret to a good printed material campaign is to select (or create yourself) materials that interact with



the reader—look for booklets with clear, vivid writing, attractive visuals, and interactive sections (like quizzes and Q & As). If possible, select books that also contain sections directed at the employee's family members—for example, coloring pages for small children. Remember, getting the employee's family involved can drastically increase your campaign's effectiveness.

Films, slide shows, videotapes.

Visual messages often have much more impact than spoken or written messages. A combined visual and spoken message, such as a film, slide show, or videotape is better yet.

**Posters.** Posters can summarize major safety and health messages at a glance, and reinforce campaign themes or slogans. They are also inexpensive and can be placed almost anywhere.

Safety and health talks. On-thejob "safety sessions" can cover both occupational and OTJ safety and health concerns at the same time. They also provide a convenient feedback opportunity for employees. Keep in mind, though, that meetings should be short and simple. And the material covered in talks should be reinforced by handouts or visual aids before or after the meeting.

Contests. An extremely effective means for promoting safety and health is a competition—because in a competition, employees and their families grapple with and think through safety and health information while they write essays, design

# The OTJ Safety and Health Campaign

- 1. Determine how much ground should be covered in the campaign. This is directly related to the extent of the OTJ safety and health programs.
- 2. Itemize campaign objectives and establish a timetable for accomplishing them.
- 3. Estimate cost-benefit factors. Be realistic and include manpower hours, planning time, meeting time, work interruptions, and other inputs.
- 4. Obtain management commitment and an adequate budget.
- 5. Organize the campaign strategy.
- 6. Order and receive materials.
- 7. Gather and prepare employee publication materials.
- 8. Organize and train campaign supervisors.
- 9. Announce the program to employees.
- 10. Start the program.
- 11. Establish ways to monitor or track the success, or lack of success, of a campaign and to measure the results.
- 12. Plan for the future.

#### OTJ SAFETY PROGRAM TOPICS BY SEASON

Traffic	Home	Public
New signs, signals, pavement markings Motorcycles	Poison Prevention Week— third week in March	Bike Safety Week—third week in April Boat inspection and maintenance
Recreational vehicles Vehicle maintenance Vacation safety	Lawn mowers and other pow- ered garden equipment Backyard pools	Safe Boating Week—first week in June
Trailer-towing Hot-weather vehicle maintenance—cooling system, tires	Pesticides and insecticides—how to choose and use them Fireworks hazards Farm Safety Week—third week in September Lifting-lowering, pushing-pulling	Safe swimming Sun hazards—sunburn, sun- stroke, heat exhaustion Fishing safety Camping safety
Back to school—young pedestri- ans Winter car maintenance—battery, snow tires, chains, defroster check	Fire Prevention Week—week including October 9 (in remembrance of Chicago Fire, Oct. 9, 1871)	Contact sports—personal pro- tective equipment Hunting safety Safety on the Streets Week—last week of October
How to "jump start" a car Winter driving techniques—how to avoid getting stuck, how to handle a skid, etc. Snowmobiles in traffic	Halloween safety Home heating system check-up  Christmas safety—keeping the tree moist, use of electric	Winter sports—hockey, ice skat- ing, skiing, tobogganing and sledding, snowmobiling Frostbite and hypothermia
Railroad grade crossings Defensive driving Occupant protection—safety belts, child restraints Alcohol and other drug abuse Two-wheeler—bicycles, mo- peds, minibikes	lights, "Send them home sober," etc. Choice of toys Outdoor falls due to ice and snow Snow-thrower safety, and heart attack warnings for shovelers	Sports—physical conditioning First aid Cardiopulmonary resuscitation Eye protection
Roadside hazards	Slips and falls Care and use of hand and power tools	

posters, or perform some other competitive activity related to your campaign. In addition, prizes provide positive reinforcement for safety-related activities. And contests get families involved in enjoyable ways.

Recreational activities. In any organization, large numbers of

employees and their families are sports enthusiasts. You can work with local sports, youth, and outdoor organizations (4-H Club, Boy Scouts and Girl Scouts, local gun clubs, powerboat squadrons) to conduct recreational safety programs and seminars. Giving employees safety

information about their favorite activities can produce enthusiastic responses.

Safety & health fair/company picnic/family night. These events are some of the most effective motivational tools at your disposal. At safety and health fairs, local

SUMMER SPRING

YEAR-ROUND

merchants who sell safety equipment (for example, athletic gear, motorcycle helmets, smoke detectors) gather to display and demonstrate their goods. Law enforcement professionals can also take part in demonstrations. Safety- and healthoriented contests and games can also enliven the festivities. The elements of a safety & health fair can easily be incorporated into your company picnic or a family night. Why is a safety & health fair such an effective tool? For one reason, it combines all the other tools in one common setting. Booklets, talks, contests, films-all can easily form part of the agenda of a safety and health fair. Product content is reinforced by a live, festive settinga safety and health fair carries the enjoyable punch of a theater or carnival. Vivid, interactive programs and demonstrations carry home the messages of safety and health with remarkable effectiveness.

With that in mind, let's look at some successful safety programs, and why they were successful:

Kodak's "Safety Awareness Week," according to a medical and safety services representative with Kodak, their OTJ campaign was successful because it was interesting, appealing and informative. The program had strong management support at every stage of development, a specially designed logo, and personalized slide shows, tapes, and posters. The employee newsletter ran relevant articles throughout the campaign. But the hallmark of the campaign was an outdoor safety fair at their manufacturing center.

The fair featured refreshments, bands, contests, and a number of safety displays. Several community health organizations, such as the American National Red Cross, the American Heart Association, and the American Lung Association, were happy to take part. The New York State Police brought a device called "The Convincer," that dramatically illustrates the life-saving effects of safety belts by allowing participants to experience a simulated car crash—

while buckled up, of course.

St. Joseph's Hospital in Chicago sponsors a similar sort of safety fair. Employees get directly involved through an annual contest, complete with prizes. Each department at the hospital has to come up with an idea for a safety exhibition, and employees are encouraged to be as creative as possible.

Armco Inc.'s "Safety for the Family" program uses strategically combined elements with great success. A 16mm sound color film orients employees to the program. Specialized training on the job encourages each employee to be a "Safety Leader" at home. In addition, monthly "Safety Tips" are mailed to employees' homes. The family is integrated into the program both at work and at home. Follow-up surveys help the company gauge the campaign's impact, and adjust subsequent campaigns for greater effectiveness.

All three of these programs coordinated their materials for maximum impact. The materials themselves were lively, informative, and interactive. And they got both employees and their families involved in positive ways.

In order to gauge the effectiveness of your own OTJ campaign, use survey sheets, organize review committees, and encourage use of an employee suggestion box. Then, publicize your organization's progress in the reduction of OTJ fatalities, injuries, and illnesses. Let the employees and their families know about the good job they're doing. And plan for future campaigns.

The National Safety Council encourages all businesses to establish OTJ safety and health campaigns, because a good campaign doesn't just save money—it saves lives.

Bernard Hyland is national news editorial coordinator for The National Safety Council, Chicago, Illinois.

# Now, Breast Cancer Has Virtually Nowhere To Hide.

The best weapon against breast cancer is early detection.

And that's why a mammogram is so important.

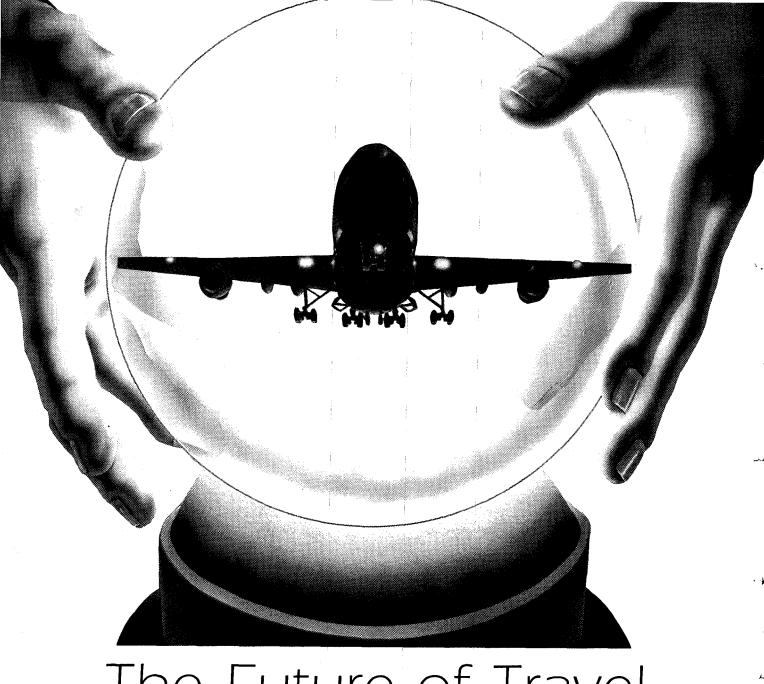
It "sees" breast cancer before there's a lump, when the cure rates are near 100%. That could save your life; it might even save your breast.

Although not perfect, a mammogram is still the most effective weapon against breast cancer. And if you're over 35, it's essential you have one.

Because all breast cancer needs is a place to hide.

Have A Mammogram. Give Yourself The Chance Of A Lifetime.





# The Future of Travel

by William D. Toohey

Then the merchants of ancient Phoenicia decided to look outside of their easterly corner of the Mediterranean for new markets and set sail to find those markets, they started a process that continues to this day, a process that will endure as long as the human spirit remains what it is.

For in their search for new trading partners, many of these business travelers of biblical times learned that they enjoyed the adventure of travel, the excitement of meeting new people and exploring different cultures, and the challenge of communicating and conducting transactions in different tongues. They found travel, in and of itself, was worth pursuing.

Many millennia later, this dual phenomena obtains: there are those who travel because their business dictates that they do; and there are those who travel because they enjoy traveling.

And, as in the past, when there emerged a group of people who supplied lodging, food, ports, and other materials to the traveler, there has emerged today a vast infrastructure of businesses who provide ways, means, and amenities to service the traveler.

Chances are, however, that the period between now and the end of this century will witness as many qualitative and substantive changes in the way people travel as were wrought from the time of the first forays.

### CONSUMER-DRIVEN TRAVEL BOOM BRINGS ADVANCES

Changes and advances in technology are going to make more ways of traveling available to a broader base of travelers; this development will, in turn, create an even greater demand for travel.

In the United States, the next few years alone will see vertical alliances among the companies that provide different travel products, wider use of the personal computer to price and purchase travel; availability of "smart cards" the size of credit cards that will allow the traveler to use the telephone booth as a one-stop travel service station; and, most significantly, a segmentation of the travel marketplace in which the travel product will be differentiated, tested, packaged, sold, and distributed with greater precision than any other good or service now available to the American consumer.

Specific examples of these changes are detailed later in this article. One can better appreciate their potential meaning for our society, however, by first presenting a statistical context—a setting that shows that travel and tourism as an entity is now the third-largest business in the nation and is destined to be the largest by the beginning of the next century.

Travel Industry Association of America's (TIA) research affiliate, the U.S. Travel Data Center, reports that in 1986 U.S. travel expenditures totaled \$273 billion; of that, \$255 billion was spent on domestic travel. The travel industry that year generated 5.21 million jobs, a \$57.8 billion payroll, and \$33.5 billion in tax revenue for federal, state, and local governments.

The size of the industry is a result of an increased consumer demand for travel. This demand is reflected in the fact that overall travel volume in the U.S. reached an all-time record in 1987. There were nearly 1.2 billion person-trips in the country last year. (See Table One)

One cannot account for the growth of volume in travel in recent years by linking it to population growth. Rather, it appears that the base of Americans who travel, as well as those who travel more often, is increasing.

Key to this proposition is a 1987 survey conducted by the Gallup Organization for the Air Transport Association of America, the industry organization that represents the scheduled airline carriers of the U.S.

That survey showed that the number of adult Americans who had ever flown increased from 49 percent of the population in 1971 to 72 percent of the population in 1987, and that the number of adults surveyed who had flown recently—within the past 12 months—had increased from 24 percent in 1971 to 30 percent in 1987.

U.S. airlines carried 450 million passengers in 1987, the fifth consecutive year in which air travel set a record, and the volume is expected to increase to 750 million passengers yearly by the end of the century, according to a news release, Airlines 1987—Record Traffic, Employment and Aircraft on Order, dated December 15, 1987 from the Air Transport Association of America.

At the same time, travel by auto, recreational vehicle,

or light truck—which usually accounts for four out of five trips taken by Americans—shows an overall increase since the beginning of the 1980s, with strong annual increases over the past two years.

A survey released by the American Express company reported that, in 1988, nearly 36 percent of Americans indicated that they would travel more, and that 64 percent were willing to cut back on other spending if necessary. "Americans today see vacations more as an essential part of life than as a luxury," said an American Express official, as quoted in *USA Today*, December 23, 1987.

Another measure of the unprecedented demand for the travel product is the number of Americans traveling abroad. Ever since reliable data on the subject were first available in the early 1970s, it was a fact: as the value of the dollar declines vis a vis other major foreign currencies, Americans tend to travel less abroad. Yet, in 1987, with the U.S. dollar at post-World War II lows against other currencies, travel abroad by Americans increased sharply, from 37.6 million trips in 1986 to an estimated 40.5 million trips in 1987, according to Don Wynegar, U.S.Travel and Tourism Administration, in International Travel To and From the United States: 1988 Outlook, presented October 20, 1987 at the 1988 Travel Outlook Forum in Reno, Nevada.

#### **SPECIALIZATION OF TRAVEL AGENCIES**

To accommodate this increase in travel, more people will be making more ways of traveling available, and this means exciting possibilities for employees.

Only 14 years ago, travel agencies in the U.S., the "retail stores" where most consumers purchase travel, numbered 10,000. Last fall, the Airlines Reporting Corporation (ARC), which monitors travel agency activity, said the number of travel agencies in the nation had surpassed 30,000 for the first time.

As significant as the overall increase in the number of agencies has been the increase in the number of agencies that have gone after specialized market segments.

CONTRACTOR OF THE PROPERTY OF	OTAL PERSON-TRIPS IN UNITED STATES	PERCENTAGE CHANGE
980	1,046	
981	1,152	10.0
982	1,069	-7.2
983	1,058	-1.0
984	1,012	-4.3
985	1,076	6.3
986	1,122	4.3
987	1,187*	5.8*
	(Trips in Millions)	

The last few years have seen the creation of travel agencies that specialize in cruise line tours. There are also agencies that sell special trips to grandparents traveling with their grandchildren. Some agencies have found that arts-and-culture tours (i.e., trips focusing on visits to museums, artistic exhibitions, and cultural festivals), tours that have an emphasis on visits to historic buildings and architectural sites, as well as wine-tasting tours of vineyards, are a staple.

Fitness vacation packages for both the individual, family, and business travelers have grown dramatically in popularity for a wide number of agencies as Americans have become more fitness-conscious in general, and as American employers have come to realize that healthier employees are more productive and use less medical benefits.

A perusal of sports magazines tells us that *Sports Illustrated* has a sports-vacation resort in Colorado for family vacations.

There is even a travel agency in Boston—Marathon Tours—that sells package vacations to runners and their families to the world's great marathons (26.2 miles) and other races. This travel agency will take care of every arrangement for its customer; the only thing it can't arrange is to run the race for you.

Such tailor-made vacations complement the number of vacations already specifically designed for tours of famous natural attractions, theme parks, national parks, and destinations.

As the market continues to expand, the travel consumer can look for continued specialization of this sort, as travel agencies and tour-packagers discover the tastes and preferences of increasingly narrower segments of the population.

#### LESS IS MORE: THE MINI-BOOM

Baby-boomers, that populous group of Americans born from the end of World War II through 1964, are driving the newest and most significant boom in travel. And the boom will continue, especially in the next few years and right through the first several decades of the next century.

Analysts have long predicted that, as this bubble in the nation's demographic profile aged, they would have a profound impact on the nation's culture, economy, and preferences. And it has!

The first wave of this generation is reaching its early to mid-forties and is beginning to reach the peak of its economic affluence. And unlike earlier generations of Americans, the majority of baby-boomer households find both husband and wife working. It has become difficult for such couples, who usually have school-age children, to coordinate vacation schedules.

This reality is driving an increase that can only be called sensational in the "mini-vacation,": the short, two-or-three-day vacation, the weekend vacation, and the tagalong vacation (those occasions in which a traveler on business adds a day or two of pleasure travel to his or her itinerary).

"The traditional two-week vacation may be a thing of

the past," declared a January 14, 1987, statement issued by Marriott Hotels and Resorts. Citing a study it commissioned entitled, *The Marriott Report on Leisure Travel: The Demise of the Traditional Vacation*, the company went on to note that "73 percent of all pleasure trips taken during the past year were for three days or less, with nearly 60 percent of them taken on weekends."

A subsequent report from TIA's U.S. Travel Data Center 1986 Full Year Report, seemed to strengthen this notion. Taking note of the increase in overall travel volume from 1985 to 1986, the Data Center reported that "the importance of weekend travel increased substantially during 1986... The 514 million person-trips taken over weekends in 1986 represents 46 percent of all travel."

A less-than-scientific measurement is this: Look at any travel section in any major, daily newspaper today, and you will see special two-and-three day vacation packages advertised in greater numbers than ever—yet another indication that Americans may be taking shorter vacations, but they are taking more of them. This trend is likely to strengthen in 1988, 1989, and 1990, and the short vacation should become the most common mode of pleasure travel for Americans.

#### THE FUTURE IS NOW

How is it going to be possible for more travel businesses to sell all the additional flights, tours, trips, and vacations that Americans are expected to demand in the next decade . . . in the next few years? As a famous football coach used to say: "The future is now."

Technological developments only imagined at the beginning of the 1980s are on the marketplace now.

As late as the early 1970s, nearly all travel arrangements were strictly paperwork operations—handwritten on the basis of printed schedules in large directories, and confirmed via telephone.

Automation changed this—today a number of major airlines have highly sophisticated computer reservations systems (CRS) to which travel agents and others can tie in—and most travel arrangements can be handled in the space of a single phone call as the agent finds and confirms flight reservations. Automation will continue to yield changes. So, look for these developments in the next three years.

First, there will be a continued expansion in the use of satellite ticket printers (STPs) at companies and firms whose employees travel frequently. It was only two years ago that the Airlines Reporting Corporation approved their use and installation by businesses. Earlier this year, ARC estimated the number of STPs in place at just under 1,000. These units are not inexpensive—the more sophisticated systems cost almost \$10,000 and additional thousands for each printer.

Individual businesses will have to make judgments as to whether the cost is worth the investment and what level of investment. Then, a firm will have to decide to what extent its agency, whether on- or off-site, will manage matters. Some STPs print only tickets; the state-of-the-art models also print boarding passes, invoices, and other information.

As has happened so often in the past two decades, demand on the marketplace has forced down the price of new technology. It will happen with the STPs as well. This means that the number of boarding passes actually issued at airports will decrease; so, too, will those long lines that make for some anxious moments for passengers waiting to get a seat assignment for a flight that leaves in ten minutes.

Second, the personal computer, which has already revolutionized the way business is transacted in every industry in the nation, will work its way into the travel marketplace. In less than 15 years, a technology that didn't even exist has been refined to the point that the principals who developed it—the nation's major airlines—have begun to ease some of the control they have had as vendors of the product in order to make the product more readily available.

It was only six years ago that the personal computer was introduced to the CRS world. As the CRS vendors (the airlines) try to make their product more "user friendly," they will likely relinquish some of the control over the product. As this occurs, and as the capabilities of PCs expand and improve, there exists the possibility that we are moving closer to the day when individuals, groups, and businesses will be able to make all travel arrangements on their own.

Third, the idea of the "total travel product" company will re-emerge. Last year, 1987, marked both the creation and quick dismemberment of a "first" in the travel industry. The Allegis Corporation was formed, comprising components that included an airline, a lodging chain, a car rental company, and other services. It was the belief of the Allegis leadership that a company that sold the total travel product could make the selling of travel easier for the consumer and, at the same time, cut costs through the use of a single management team and the reduction of organizational overlap. For a multitude of reasons, the effort did not work. All elements of what was once Allegis are now separate corporate components.

But the concept is not dead. In March 1988, it was announced that four of America's largest travel companies—Hilton Hotels Corporation, Marriott Corporation, Budget Rent-a-Car, and the American Airlines affiliate, AMR Information Services—are forming a partnership to develop and market a new computerized reservation system for hotel and car rental companies.

Scheduled for operation in 1991, the new system— CONFIRM—will provide participating firms with capabilities now used by airlines in their sophisticated CRS operations. It will be compatible with the American Airlines SABRE program, and will be designed so that travel agents will be able to use their SABRE computer terminals to display room and car availabilities and rates.

The total travel product, including itineraries and computation of frequent traveler or frequent guest bonuses, will be available with one phone call or, depending on where the purchase is initiated, with a few clicks on the computer terminal's keyboard.

Fourth, "smart card" technology will make a wide range of activities as convenient and easy to handle for

# National Travel Survey

Executive Summary of 1986 Full Year Report

- Total travel for 1986 reached the highest levels in five years. Sixty-three percent of all American adults took at least one trip of 100 miles or more during the year.
- Americans took 592 million trips and 1.12 billion person-trips in 1986—gains of 6 percent and 4 percent, respectively.
- Sightseeing, outdoor recreation, and entertainment purposes were especially important to this growth. Eleven percent more person-trips were taken for these "other pleasure" purposes which represented 37 percent of all person-trips.
- The leading purpose behind U.S. residents' travel continued to be visiting friends and relatives with a 39 percent share of all travel.
- After a strong year in 1985, business/ convention purposes generated only 2 percent more person-trips in 1986.
   Seventeen percent of all 1986 travel was for business.
- Vacation travel grew moderately in 1986. Due primarily to growth in the second half of the year, vacation person-trips rose by 3 percent. The trend to combine some vacation travel with necessary business travel strengthened. Eighteen percent of all business/convention person-trips were also classified by respondents as being vacations, compared to 17 percent in 1985.
- The popularity of shorter duration trips grew substantially. The increase in travel for the year was due primarily to trips of less than two nights duration. Also more popular were weekend trips which showed 9 percent growth from a year prior. The average number of nights away from home fell from 5.4 to 5.2 nights.
- Air travel transported a larger share of 1986 travelers to their destinations than during a year earlier, 21 percent. The number of person-trips which primarily used this mode grew 6 percent. Auto/truck/RVs carried four percent more travelers or 75 percent of the total
- The South Atlantic Census region was the number one destination choice of Americans during 1986, receiving 22 percent of all person-trips.
- The East North Central Census region was the most important producer of travel during the year. Nineteen percent of all travel originated in this region.
- The South Atlantic and Mountain regions hosted significantly more inter-regional travel than they produced.

the individual traveler as the same-size card has done for ATMs and the banking industry.

It was only four years ago that the first AT&T "Smart Phones" for use with AT&T Card Callers began appearing in major U.S. airports and hotels. In the next three years, the company, which does approximately \$4 billion annually in travel-related business, tested smart cards as speed dialers and billing devices for business travelers.

Just now reaching a stage of general usage, the four-kilobyte smart card—or E-card—developed by AT&T uses the display section on telephones as an electronic message center. The card displays personal directory and billing data it has stored; this enables the card holder to speed dial any stored number using a couple of touch tone buttons on the telephone.

Another touch of the buttons and it displays any electronic mail delivered to your home-based computer terminal. Another series of buttons, and stock quotes will be displayed.

#### TOMORROW WILL SOON BE HERE

As smart card technological adaptations are made, AT&T projects a travel scenario for the near future that would have seemed incomprehensible only a decade ago.

Consider this in the 1990s: At the airport, an airline agent reads the card for the electronic ticket, electronically notes in the card the time and date the ticket is used, and issues a boarding pass, either on paper or in the card. In flight, beverage or movie charges are deducted from the card's credits, freeing attendants from cash transactions. Upon arrival, the auto rental agency writes the contract into the card, along with the electronic car keys. When the auto is returned, all charges are computed, an account is debited, and the keys reprogrammed—electronically. Similarly, at the hotel, all charges are entered into the card's memory and at checkout, the hotel's activity file is read for billing purposes and the hotel's own operational information then erased.

Programmed in combination with a consortium that markets the total travel product, a simple plastic card could become all that the consumer needs in order to handle every aspect of travel even before he leaves his home or office . . . until the moment he returns home or electronically files his expense report.

#### TRAVEL AGENCIES CONTINUE TO GROW

The scale of travel volume necessary to create economic uses of the new technology suggests that business travelers and business travel groups will be the primary users and beneficiaries.

This means that Americans on vacation will continue to rely on the travel agent and travel agency as before, and in greater numbers. For, as the travel marketing technology grows even more sophisticated, it will allow agencies to do what I've described previously in this article: they will continue to target, and sell to, more sharply defined travel consumer groups. New technology

will allow them to do so with even more precision.

Look for more specialized agencies to emerge in the next several years, and as this occurs, look for the number of travel agencies to grow well beyond the 30,000 in operation now.

#### **LIMITS ON THE HORIZON**

In the outlook for travel above, it is clear that there are no limits to what can happen—no technological limits, that is.

Be apprised, though, of some caveats and what they could portend.

- Economic slowdowns can slow the pace of growth; growth requires investment and capital that may be slow coming in a recession.
- Though hundreds of millions more passengers will use the nation's airlines in the next several years, there is now no new airport construction taking place nor planned for the near future despite availability of some \$6 billion in the Airport Trust Fund for this purpose. Congress and the federal government must see to it that tax revenues authorized for airport construction and improvements are used for this purpose. There will also be a need for additional air traffic controllers in the next decade.
- The nation's 43,000-mile interstate highway system—the veins and arteries of our system of vehicular travel that accounts for four out of five trips taken in the U.S.—is now 30 years old and in need of a regular schedule of repair and improvement. There will have to be both agreement and understanding on an improvement and maintenance schedule among the constituencies that use the system and those that oversee it, as the Highway Trust Fund alone will not be able to underwrite the cost of this ongoing need.
- The projected shortage in the labor force pool will no doubt have an effect on the way some travel companies sell, or deliver their product. Self-service stations and do-it-yourself materials for the traveler may show up where there once was an employee to take care of certain needs.
- The desire of Americans to travel more and see more is going to result in a demand to make more federal lands available for recreational and tourism purposes—federal agencies now own or operate 32% of the nation's land mass, as well as thousands of miles of waterfront. Any movement in this direction is going to warrant careful dialogue to satisfy the various sociological, historical, and environmental concerns that people have. Whether this will mean shortages in available tourism opportunities at existing federal facilities depends on how quickly such concerns are resolved.

These qualifications stated, the limits on the vision of what is possible for the traveler are no greater now than they were when the first Phoenician merchant set sail many trips ago. Let's sail on.

William D. Toohey is president of the Travel Industry Association of America (TIA). TIA is the national, non-profit association representing all components of the U.S. travel industry, the third-largest retail industry in the United States.

# PARLIAMENTARY PROCEDURES

#### For Employee Association Meetings

by Marshall Soren

very volunteer organization that makes decisions in a democratic way is following parliamentary procedure whether its members understand it or not. Such organizations usually adopt a parliamentary authority; that simply means that they adopt a rule book. In the United States, the most common rule book is Roberts Rules of Order—Newly Revised.

Learning the intricacies of that book, which now runs 594 pages, is not ordinarily needed. When difficult parliamentary problems arise, a professional parliamentarian is needed. Most situations require only the use of a simple motion. That is, a person says, "I move that we hold the company picnic on May 7 of next year." That formal motion really means "I propose that we discuss and then vote on the proposition that we have a picnic on May 7 of next year."

If persons wish to change the date of the proposal, they would be moving to amend the date by changing it to another date. While most of the formal business of an organization can and should be conducted with the simple motions of moving and amending, it is not

always possible to have all business fall into those two categories.

Sometimes it is necessary to postpone or to refer a matter to a committee. The other many and often confusing technical motions that are contained in parliamentary authorities are rarely used.

As a presiding officer or as an interested member of an organization, your main job is to understand the basics of having a formal decision made at the business meeting. Remember to move to propose discussion and then vote on a proposal.

Also, remember to move to amend

#### BASIC PARLIAMENTARY KNOWLEDGE

by Bob Leiman

In order to be effective and comfortable when running meetings, you should:

- Have a genuine belief that rules help make good meetings.
- Be familiar with types of motions and definitions of parliamentary procedure.
- Be familiar with, and able to use, common parliamentary words and phrases.
- Be familiar with six basic steps used in handling motions:
  - When no business is pending and no one has the floor, a member stands and is recognized and says "I move..."
  - Another person, without being recognized, says "Second or I second the motion."
  - The chairman repeats the motion and says "Is there any discussion" or "Are you ready to vote"? (The secretary records the motion.)
  - Members debate the motion. The maker has first chance, then speakers should alternate from pro to con. Subsidiary motions can be made, amended, etc.
  - 5. Voting. The chair can repeatedly ask the question "Are you ready to vote"? When discussion has ended, the chair repeats the motion and then says "All in favor say Aye" (Pause)—Then "All opposed say No."
    - —if the vote is close, any member may call "Division." Then the chair says "A division has been called—All those in favor stand (Pause)—Be seated. All opposed stand" (Pause)—"Be seated"

- 6. Announce the results of the vote: "The motion is carried . . . or the motion is defeated." (The secretary records the results.) Instruct the action required.
- Be familiar with basic motions, their priorities and basic actions relating (priorities are listed from lowest to highest).

Main motion—To put business before the assembly.

To Amend—To after the main motion, e.g., insert, strike out or add.

To Refer—To refer the motion to a committee—include who and when to report.

**To postpone definitely—**To delay action to another time or place in the agenda.

To stop debate—(Previous question)—Requires % vote.

To table—When used to kill a motion it is not in order—it is not debatable. Should be used to lay something aside for necessary business, or guest.

**Division of the house**—No second required—requires standing vote.

**Point of order**—No second required, may interrupt—used to raise question about procedure—the chair should answer immediately.

Recess—Needs second—no debate—can be amended—To interrupt business.

Adjourn—To end meeting—no debate—can pause for announcements with consent.

when you desire to change something. The question arises as to which takes precedence, the motion itself, or the amendment. The answer is the amendment. That is, when a person wishes to amend the date of the picnic in the proposal to April 25th, that must be decided before the group decides on having the picnic at all. The change of the date does not determine that the picnic will be held on any particular date, but if it is voted for, it will be on the date of the original proposal if the amendment is defeated, or it will be on the date of the new proposal if the amendment passes.

Knowing this amount of parliamentary procedure, you can see that the script of a meeting would read as follows: Member A: "I move that we have a picnic on May 21st of next year." Member B: "I second the motion." Presiding Officer: "It

has been moved and seconded that we have a picnic on May 21 of next year. Is there any discussion?" Member C: "I think that is a bad time of the year and I would recommend that we have the picnic on April 25." This would be an appropriate time for a member to move to amend the motion pending. The presiding officer in these situations would be the one who would be calling on persons who indicate that they want to speak.

The most important general rule for conducting a meeting in a democratic way is to make sure that there is *fairness*. That is, persons should be allowed to express their opinions on the items to be considered but no one person should be allowed to monopolize or impose his or her will on the others in the group without their consent. That means that the presiding officer must

act to limit persons speaking on a specific subject both in time and in content and allow persons who have not spoken to speak before others speak a second time on the same proposal. It is also important that the items usually be fully considered by all who wish to speak on the matter before there is any voting.

Ordinarily, it takes two-thirds of the persons at a meeting to decide to stop the discussion and vote. Since the purpose of discussion is to come to a considered decision, at some point, there must be an end to discussion and a decision made. This is done either by the chairman saying, "Unless there is further discussion we will now vote on the proposal," and then proceed to take a vote by saying: "Those in favor say aye, those opposed, say no," and announcing the result of the vote.

When some people wish to

#### PREPARATION

It is important that meeting arrangements are made in advance, including lectern, gavel, secretary, parliamentarian (optional) and timer are needed. An agenda should be prepared in advance and distributed before the meeting. The purpose of the meeting should be clear to all in attendance.

The presiding officer is normally called the chairman, or the chair, or by the title of the office. Both national parliamentary organizations use chairman as the title of the position and not the gender of the person presiding. An organization may use any term they wish for the person in charge of the meeting.

Backup for the president should be prepared in case of absence or an emergency, or if s/he decides to step down to debate an issue. One of the vice presidents takes the chair in absence of the president. In a mass meeting originally called, any person may call the meeting to order and ask for nominations or approval of a chairman protem. The election may be by consent.

#### MEETING AND PRELIMINARIES

Starting on time is important, even if a recess is necessary to complete arrangements. Members soon learn how prompt the timing will be and how long the recesses will be. They will be on time if the chairman is consistent. Head table people should be a few minutes early so members will mostly be in place.

The chairman pauses at the lectern, or at a central place in the meeting room. Rap the gavel ONCE and say "The meeting will come to order." If noise persists after a pause, rap the gavel again and state the call to order again—loud enough for all to hear. Don't be in too big a hurry to start the meeting but don't give members time to

#### PRESIDING OFFICER: KEY

start talking again. Sometimes an invocation or the pledge will help bring order.

Greet the assembly and extend welcome or thanks for coming. Introduce head table if necessary. State the purpose of the meeting.

Have invocation and pledge and/or opening ceremony if appropriate.

Approve the agenda by asking for any changes, usually adopt them by consent. After changes are complete ask for approval by consent or for a motion to approve the agenda.

#### **ADOPTING RULES**

These may be in standing orders. A parliamentary authority should be adopted in the bylaws. Robert's Rules of Order Newly Revised is the most common. Others are Sturgis and Demeter. The following common rules may be repeated if necessary: There should be a motion before discussion. No member speaks twice before all have had a chance to speak. No one should speak more than twice on the same motion in the same day. Members should avoid name calling or vulgar language, and speaking back and forth without recognition. The chair should stop these things as soon as they start.

Special rules such as length of time for debate or report or for consideration of a question should be established in advance. This action requires a two-thirds vote, because it takes away rights of individuals:

#### ORDER OF BUSINESS

The order of business may be established as the group desires. They may use this order and may add or eliminate as desired or appropriate with the group. (1) Call to order, (2) Opening procedures, (3) Approval of the

continue to speak on the proposal and others wish to vote, it is necessary to vote on whether a vote should then take place immediately or the discussion should continue. That is where the two-thirds rule comes in. It takes a two-thirds majority to force the end of discussion and a vote.

Most volunteer organizations, whether made up of people who are elected to office and whether they can devote much time to studying parliamentary procedure, should not allow certain technical motions to be used. For instance, the use of the motion to table, is commonly used in organizations to kill a proposal without discussion. That is an undemocratic way of handling the matter, since it only calls for a majority vote with no discussion. This motion is usually inappropriate in the kinds of organizations we are

talking about.

Don't be carried away by technical terms in the parliamentary authority because a little learning in this area can be dangerous. It can raise tempers and also shed little light on the purpose of the meetings. It is best for anyone who understands parliamentary procedure better than others (including the presiding officer) to use that knowledge by explaining any technical term that s/he uses before it is used. It is important that the presiding officer, if no one else, learn as much as possible about parliamentary procedure so that an obstreperous member cannot use a knowledge of parliamentary procedure to try to block the actions of an organization and stop meetings from making considered majority rule decisions. It obviously is not the purpose of parliamentary procedure to allow

such conduct.

The more one learns about parliamentary procedure, the more important it is to explain what is being done and explain all technical terminology before it is used.

There are several organizations which devote part of their time to the study of parliamentary procedure. The best organizations in this field are: Toastmasters International, American Institute of Parliamentarians and the National Association of Parliamentarians. These organizations have study programs in parliamentary procedure and also have scripts available for learning purposes. The use of their materials is highly recommended.

Marshall Soren, a certified professional parliamentarian, A.I.P., and a professional registered parliamentarian, N.A.P., is a practicing attorney in Chicago, Illinois.

#### TO SUCCESSFUL MEETINGS

minutes—take changes, adopt by consent, (4) Treasurer's report—file for audit—do not approve, (5) Officers reports—don't call if no report, (6) Standing committee reports, (7) Special committee reports, (8) Unfinished business—it is not old business, (9) New business—should be listed, (10) Program, (11) Announcements—Closing, (12) Adjourn—may be by consent.

#### HANDLING MOTIONS

- Member is recognized and makes motion
- Another member seconds without recognition (may be several)
- Chair states the motion (may approve the form with permission)
- Members debate the motion (except when nondebatable motion)
- Chair repeats the motion and puts it to vote. "All in favor say aye" pause "All opposed say no"
- Chair states the results. (Any member may call for a division and the chair takes a visual vote by standing or show of hands)

#### **GUIDELINES FOR PRESIDING**

- Be as firm and fair as possible—the larger and more diversified the group, the more important are rules and firmness.
- Watch members for interest and impending trouble. Let the secretary do the writing.
- Do not hesitate to use the parliamentarian for advice but you are the person who rules. The parliamentarian rarely speaks.
- Avoid taking sides. If you must speak on one side—step

down from the chair and ask the vice president to preside.

- Don't raise your voice or try to outshout a loud member. (Calmness helps beget calmness.) A recess sometimes helps to bring back order and to calm tempers.
- · Vote only to make or break a tie if necessary.
- Avoid embarrassing members or put downs if possible.
- Use tact and patience in dealing with irate members.
- Rule a members action out of order, not the member, smile a lot.
- Don't be afraid to stand corrected or say excuse me or I'm sorry.
- Don't be afraid to do something , , , the members will correct you if you are off base.
- Don't be a dictator or domineering but don't be too weak.

#### **RIGHTS AND RESPONSIBILITIES**

Rights: Members of an organization or an assembly have equal rights—to make motions, speak on motions and to vote. They may also abstain from voting if they desire. They may raise points of order and information.

Responsibilities: Members' responsibilities are to follow the rules and to respect the rights of other members. They may, and should, raise points of order if other members or the chair is practicing improper or illegal procedures. The golden rule is a pretty good guide in dealing with the chairman or other members. Members should not talk directly to other members without permission. They should avoid using names if possible. Unfortunately only a few control meeting decisions.

Bob Leiman is executive director of the American Institute of Parliamentarians, Fort Wayne, Indiana.

# new members

#### Welcome!

ALPS Electric (USA) Inc. Garden Grove, CA

Archer Services New York, NY

Bank of America Club-Employee Program San Francisco, CA

Banque of Indosuez New York, NY

Barber-Colman Company Loves Park, IL

BIS Sales, Inc. Costa Mesa, CA

Columbia Gas of Ohio, Inc. Toledo, OH

Corroon & Black of Mass., Inc. Boston, MA

Creighton Brothers/Crystal Lake Egg Products, Inc. Warsaw. IN

Crest Medical

Los Angeles, CA

Davey's Locker Sportfishing, Inc. Balboa, CA

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Dreyfus Service Corp. Garden City, NY

Dynachemi Tustin, CA

EZ GO Textron Augusta, GA

Hyundai Motor America Garden Grove, CA

Jewels By Park Lane, Inc. Toledo, OH

Lenox Hill Hospital New York, NY

L. L. Bean Inc. Freeport, ME

Lucas County Commissioners Toledo, OH

Marsh McLennon San Francisco, CA

Military Sealift Oakland, CA

Murdoch Magazines/Business Publications Division Secaucus, NJ

National Management Santa Ana, CA

New York-New Jersey Milk Market Administrator's Office

New York, NY

North American Phillips Corp. New York, NY

North Shore University Hospital Manhasset, NY

Owens-Illinois, Inc. Toledo, OH

Pacific Service Employee's Assoc. San Francisco, CA

Paine Webber, Inc. Toledo, OH

Parade Publications, Inc. New York, NY

Payless Cashways, Inc. Kansas City, MO

Pegasus, Inc. Irvine, CA

Phelps Dodge Employee Recreation Assoc.

El Paso, TX

PMI Mortgage Insurance Company San Francisco, CA

Pratt & Whitney Aircraft Club North Haven, CT

Radio City Music Hall Productions New York, NY

Recreation Services Branch Tinker AFB, OK

Sands Hotel Casino Atlantic City, NJ

Science Applications International Corp. Las Vegas, NV Sengme Oaks Water Park Valley Center, CA

Sheet Metal Engineers, Inc. Martinez. GA

Siemens Transmissions Systems Inc. Phoenix. AZ

Sno. County Public Utility District Everett, WA

Sola Opthalmics Phoenix, AZ

St. Anthony Medical Center Louisville, KY

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# fitness/health update

# Wellness For Couples

t's just about impossible to open a magazine or newspaper without seeing some endorsement about physical fitness, proper nutrition or overall wellness.

Each one of us knows that if we . . .

- eat the right foods,
- get regular physical activity,
- avoid smoking and drugs,
- drive carefully and wear our seatbelts,
- get regular medical checkups and appropriate tests for our age and sex,

that we have a great chance for a long and healthy life.

Basically, the medical field is telling us to take responsibility for our own health. Many years ago people were dying from uncontrollable diseases. Today, the major causes of death are preventable diseases related to our lifestyles. By focusing on our particular needs as highlighted above, our chances of a better life have increased.

Many of you are probably saying, "I know all that, so tell me something that's new." Let me introduce another very important factor to the list . . . "develop quality relationships." At the 1985 NESRA conference which was held in Boston, our keynote speaker, Dr. Jeanne E. Sherrow, told the audience that "... the essence of life is in our relationships and without it the rest of life is meaningless." Think about that and what it means to you personally. Our relationships, and the quality of those relationships affect our stress levels, self esteem and overall attitude. Why not use your leisure time to improve those relationships? You have made an investment in your relationship, so nurture it and help it grow.

The focus of this article is on couples. You may call the other person your spouse, significant other,

by Kathy Carney, CESRA



or some other name but hopefully they are your best friend. You may say, "What about the kids?" Fitness for families will be covered in another issue. Right now, our total attention is on the single most important person that you share your life with and yourself.

Each one of us is a unique individual with our own areas of interest. That's fine. But if you want to participate in a sport or activity together, start by discussing your likes and dislikes. You can often combine leisure time activities and make a regular day very exciting. Not only can you become a more fascinating person but you can grow closer by sharing the different experiences.

For example, on a Sunday afternoon plan a bike trip along a scenic route and bring your camera and a picnic. You have now offered yourselves several areas of enjoyment. Don't forget to linger after your picnic to relax, count your blessings or just talk.

After work, make a date for someplace a little special and leave

work on time. This place may be a quiet restaurant where you can share your feelings of the day without any interruptions or it's the favorite spot where the tourists go on the weekends. The point here is: if you live just for the weekends you are missing a great deal out of life.

Ask yourself these questions regarding your own wellness program:

- When it comes to health maintenance, do you tend to "Do what I say and not what I do?"
- When it comes to leisure time, do you say "What leisure time? I have to cut the grass, do the laundry, chaperone the kids, and the food doesn't appear on the table by magic, etc., etc."
- When it comes to fitness/wellness-related programs, do you feel stressed because your partner does not share your interest in an activity or your enthusiasm for it? Are you guilty of creating stress because your partner spends a lot of time on a leisure activity?
  Life is very short. Live each day

Here are a few tips that might help you in designing your own wellness program:

#### **HEALTH MAINTENANCE**

How about adopting the "Buddy System" with the one you love? If you love them, don't you want them around for a while . . . and healthy? Just sit down with a calendar (kitchen wall calendars always get a lot of attention) and list on the top of each month when appointments should be made for check-ups; his and hers. Don't forget the dentist either. Preventive dentistry can save you a lot of discomfort in the long run. It also can signal a potential medical problem. Why is it so easy to remember when to change the oil

# fitness/health update

in our cars but not to get a tune-up for ourselves?

If both of you make the appointments, the monitoring will be easier. Maybe you can factor in a reward system for fun; such as a nice backrub.

#### **LEISURE TIME**

Unfortunately, in this hectic, crazy world that we live in, (and help make that way) our leisure time often seems nonexistent. If you agree that "the essence of life is in our relationships and without it the rest of life is meaningless," you must plan some leisure time into your lives. And to have that very special relationship, you need to keep it close to you. Nurture it with attention, affection and warmth and it will grow.

Now you ask, "Do I have to plan my leisure time too?" Spontaniety is great, but how often do we complain that we never get around to doing the things that we want to do. How about using that same "kitchen calendar" approach to planning our leisure pursuits? Maybe you should start with one event a month. Don't over commit yourself. In a blank space on each month put something that both of you would really like to do. Examples include: visit a museum or art gallery, visit some friends you haven't seen in a while, go for a bike or a canoe ride, take a day trip, or a couples massage class. This way, when you flip the calendar page, you'll already have some ideas listed. When people say they have nothing to do, they go shopping. Why not do something that's not only more interesting and fun, but less frustrating.

#### FITNESS/WELLNESS

Maybe you cannot share an interest or enthusiasm for the same sport, but why not try to solicit his/her support and lend yours? You'll both win. Try to understand the importance of that sport or activity

and give your partner the respect that you would want him/her to have for your interest area.

Let's say you want to play tennis and s/he wants to go to a concert. You know what your choices are so why not try each others interest at least once. You might find it

"Our relationships, and the quality of those relationships, affect our stress levels, self esteem and overall attitude."

enjoyable. Stranger things have happened.

What if you have this great idea but "you-know-who" won't be excited about participating. Create some fun by calling it a "Mystery Trip for Two." Invite another couple along or plan it as a side trip after Sunday brunch.

Here's a fun checklist for your best friend and you to refer to and add to based on your interest level. Try to develop year-round choices.

Bike trip Canoe trip Sailing

Walking (beach, shore, woods, scenic area—holding hands mandatory)

Dancing
Movies or spectator sports
Working in the yard
Going to the library
Writing love letters

Visiting "theme" places—
historical places around
holidays, haunted houses near
Halloween, parades and
fireworks

Meeting for lunch and having a picnic

Intimate dinner-for-two

Taking a fun class together (dancing, massage class, art, aerobics, etc.)

Taking a getaway weekend Skating

Touch football (especially on sand or in the snow)

Halloween—dress up in costume, even if it's just in the house
Watch the sun rise and/or set
Play chess, checkers, backgammon or other board games
Start a new hobby together
(photography, gourmet cooking, antique shopping/collecting, wine making)

#### **DAILY WELLNESS LOG**

Many runners keep a log of their distance, time and health. How about keeping a daily wellness log? It's easy to keep and would include all of your physical activities and health issues on one piece of paper for the entire month. The simpler the form, the better. If you make it complicated or time consuming, you may not use it every day. The objective of the log would be to take a quick scan at your overall wellness program to be sure that it is in balance.

Kathy Carney, CESRA, NESRA vice president of membership development, is manager, employees activity program at Honeywell Bull Information Systems, Waltham, Massachusetts.

#### **Suggested Readings**

- How to Play Golf With Your Wife & Survive by Dr. Harry E. Gunn, a golfing psychologist offers advice on preserving health, sanity and marriage.
- 2. When All You've Ever Wanted Isn't Enough by Harold Kushner, the search for a life that matters. Why is it, that after attaining many of our goals, we are left with a sense that something vital is missing?
- 3. Living Well's The Exerciser's Handbook by Charles T. Kuntzleman, how to get more out of the exercise you are dong—jogging, weight-lifting, swimming, tennis, bicycling or any other serious exercise.
- 4. Getting Physical by Art Turock, motivate yourself to stay fit.
- Loving Each Other by Leo Buscaglia, the challenge of human relationships, (or any of his other books).
- 6. How to Get Control of Your Time and Your Life by Alan Lakein.

# new products/services

#### Pool Leak Sealer Available



Ideal for fitness centers with pools, Tub of Gold leak sealer stops leaks in swimming pools, vinyl liners, spas, inground water lines and wooden tubs. Known for its 93 percent success rate when treating in-ground installations, it can save thousands of dollars in pool repairs and replacement costs.

Developed to rebuild massive underground washout caused by water leaks, this nontoxic blend of minerals is safe, inexpensive, easy to apply, costeffective and is ideal for all contained cavity or washout problems common with most pools and hot tubs.

For more information, contact Sunlite Products, P.O. Box 2141, Glenwood Springs, CO 81602, 303-945-1464.

# Fitness Program For Field Employees

Execufit, Inc. announces a special fitness program for sales representatives, regional managers and other field employees. This outreach program helps companies meet the physical fitness needs of field people who have little access to headquarter-based programs.

The program is offered as a comprehensive, three-part service. It begins with motivation and education which helps employees understand the benefits of exercise and how to begin and maintain an exercise program. This section also shows how to overcome limitations and use visualization techniques to improve job performance and athletic enjoyment.

Part two involves a health risk assessment and fitness evaluation which determines the physical fitness level and health condition of individual employees. Direction and goal-setting, the program's third part, is a confidential consultation during which the Execufit staff assists employees in developing a personalized exercise and stress management program.

Execufit is a fitness consulting company founded in 1987 by Cheryl Durstein-Decker, a world-class triathlete. Among other athletic accomplishments, she holds the world record as the first woman ever to complete the 282-mile Double Iron Triathlon.

For more information, contact Execufit, 203-327-1032 in CT or 404-738-3150 in GA.

# **Exercise Prescription Package Introduced**



PhysioLogic, the comprehensive fitness assessment software from HMC Software, now includes a new exercise prescription feature. The 12-step software program for walking, running, cycling, rowing, swimming, and weight training is user-definable. Users can

store beginner, intermediate, and advanced versions of each activity with the program. These can also be further tailored for the specific needs of any person.

To assist you in establishing initial workloads, PhysioLogic also provides the ACSM metabolic equations. The prescription feature allows you to enter specific comments and recommendations for each person. Caloric expenditure and projected weight changes are also reported.

PhysioLogic's other features include fitness testing for aerobic capacity, body composition, musculoskeletal fitness, coronary risk factors, and lung functions. The comprehensive database allows tests to be stored. This permits pre/post-test comparisons, group reports, and sophisticated sort/list functions.

For more information, contact HMC Software, 4200 N. MacArthur Blvd., Irving, TX 75038, 800-255-6809.

#### **Computer Stretches**

Reduce stress, tension, pain and fatigue caused by long hours at a computer terminal with Computer Stretches, a memory-resident program for IBM and compatible PCs.

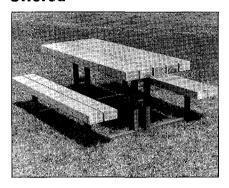
The stretches are designed by Bob and Jean Anderson, authors of the best seller, *Stretching*, and these exercises, which are done while sitting at the computer terminal, are developed specifically for the computer use. There are three levels of stretches that take from six to ten minutes to complete.

The program reminds the user when to break. The user can set up to four timers which will automatically store the program at a specified time. Then, the program which is currently being used will be saved and the main stretching menu will be displayed. The users may choose to stretch at that time or exit and return to their work. In either case, they are returned to the exact place where they left off.

For more information, contact F. B. Computer Systems, Inc., 23524 St. Andrews Ct., Auburn, CA 95603, 916-268-1122.

# new products/services

#### New Picnic Table Offered



The Paul Bunyan Picnic Table is the newest product in the site amenities line offered by Quality Industries. Ideal for employee lunchrooms, recreation facilities and picnic areas, the table is designed for comfort and durability. Old fashioned attention to quality construction make this table an asset to any setting.

Its seat and back are constructed with  $4'' \times 6''$  redwood, with 2'' outside-diameter painted square hollow steel frames. Tough and sturdy, this table will withstand the heaviest use. It is available in 6' or 8' lengths and comes either portable, or for permanent installation. This picnic table is built to last as long as the Paul Bunyan legend.

For more information, contact Quality Industries, P.O. Box 765, Hillsdale Industrial Park, MI 49242-0765, 517-439-1591.

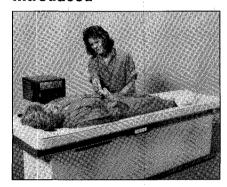
#### Computerized Wellness Assessment Available

LIFE (Lifestyle Inventory and Fitness Evaluation), a comprehensive computerized wellness assessment and educational program is now available in a new version. Designed for use with employee wellness and health promotion projects, it also has proven effective for executive health/fitness evaluation. Its purpose is to make the individual aware of his/her health needs, and to suggest a personalized fitness and health enrichment program.

The program consists of two parts, the health and lifestyle inventory and screening and fitness tests. Many optional tests such as blood pressure and posture score are offered in addition to the standard height and weight test. An excellent cost containment tool, LIFE can be used in fitness centers as the base for employee wellness programs.

For more information, contact Wellsource, Inc., Box 569, Clackamas, OR 97015, 800-533-9355 or 503-656-7446.

## Acu-Massage Table Introduced



H.W.E., Inc. introduces the acumassage table—15 minutes on your back can be as relaxing as a weekend at a posh-resort spa.

This computer programmed massage table will massage the user from head to toe, providing a relaxation that comes only from a soothing massage. It can also be programmed to target special attention areas and to emit heat.

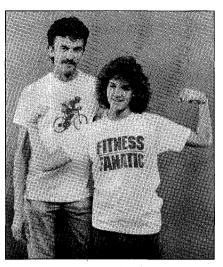
In fitness centers, the acu-massage table, model ST can help relieve work-related tensions and rejuvenate employees.

For more information, contact H.W.E., Inc., 11145 Vanowen St, North Hollywood, CA 91605, 818-760-1801.

#### Reflective Ink Available

3M's Safety and Security Systems Division announces a "retroreflective" ink to be used on T-shirts, sweatshirts, and accessories made of fabric.

The water-based ink is designed for conventional silk-screening and it is ideal for garments worn by walkers, joggers and cyclists, or anyone active at night. Acrylics, cottons, poly-cottons and other non-water repelling fab-



rics work best for providing superior brightness and durability.

3M's retroreflection technology used in highway signage and in fabrics provides a simple, cost effective way to combine fashion and safety.

For more information, contact 3M, P.O. Box 33600, St. Paul, MN 55133-3600, 800-328-7098 or 612-736-8210.

#### Exercise Summary Available

Fitlog exercise summary is an exercise/health monitoring system developed for cardiac rehabilitation centers. It generates a database for tracking individual progress in fitness and health risks; generating exercise summary and progress reports for the patient and referring physician.

The patient's report will include an exercise prescription, activity and weight goals, special instructions, and announcement line to promote upcoming activities and profile daily activities with weekly and monthly summaries.

For more information, contact Well-source, Box 569, Clackamas, OR 97015, 800-533-9355 or 503-656-7446.

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# NESRA network

#### **REGION I**

Director-Gloria Roque (212) 887-6043

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Service and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Ann Derhammer—(716) 288-6049.

#### **REGION II**

Sr. Director—Bob Rank (419) 247-3256 Director—Dick Haggerty (703) 750-4411

\*Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

\*\*Cleveland Employee Services Association/ Cleveland, Ohio. Contact Mary Berges—(216) 368-4504.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

**Erie Recreation Services Association**/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511.

**League of Federal Recreation Associations**/Washington, D.C. Trip Shriver—(202) 479-0089.

\*Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

Warren and Youngstown Employee Services/ Warren, Ohio. Contact Susan Gulakowski—(216) 841-4523.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge—(301) 681-4183.

#### **REGION III**

Sr. Director-Beverly Weiss (313) 471-8654

\*\*Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Felicia Goldberg—(312) 845-1100.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Gary Roehl—(313) 496-5773.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

#### **REGION IV**

Director-Ann Foster (704) 373-2851

**Central Florida Employee Services and Recreation Association**/Orlando, Florida. Contact Ronald Ribaric—(305) 356-3365.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 557-6543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones—(615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

#### **REGION V**

Sr. Director—Jim Urick, CESRA (612) 733-6225 Director—Joe Hauglie, (612) 853-3383

\*Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 729-6097.

#### **REGION VI**

Director-Pamela K. Hahler (303) 744-5226

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Contact Lori Sharp—(303) 977-6605.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Bob Brown—(214) 457-5997.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Pamela Paniszczyn—(512) 821-3033.

#### **REGION VII**

Sr. Director—Dave Baker, CESRA (213) 333-5693

Director—Diane Delaney-Talton, CESRA (213) 972-6675

Associated Industrial Recreation Council/Burbank, California. Contact Carl Nicchitta—(818) 842-6121.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Verdene Allen—(714) 793-5982.

Employee Service and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Eileen Martinson—(213) 618-4747.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick—(602) 794-8248.

\*Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3494.

\*San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeff Cornish—(206) 924-2426.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

\*Tri-County Industrial Recreation Council/ Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

\*Leonard R. Brice Superior Award Winners \*\*Chapter Merit Award Winners

#### **CONFERENCES & EXHIBITS**

The 1989 NESRA Conference and Exhibit will be held May 7-11, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA headquarters—(312) 562-8130.

September 15-17, 1988. NESRA Region III Conference and Exhibit. Northfield Hilton Inn, Troy, Michigan. Contact Beverly Weiss—(313) 471-8654.

September 22–25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

November 3-5, 1988. NESRA Region II Conference and Exhibit. Holiday Inn, Independence Mall, Philadelphia, Pennsylvania. Contact Jim Alexander—(609) 547-8284.

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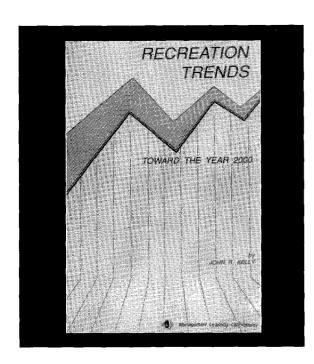
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# **NESRA NEW ARRIVALS**



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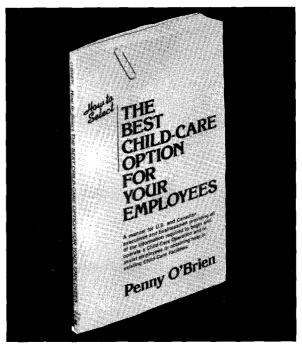
This data-based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

Member Price-\$20.95

# The Best Child-Care Option For Your Employees

A 101-page manual, which provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

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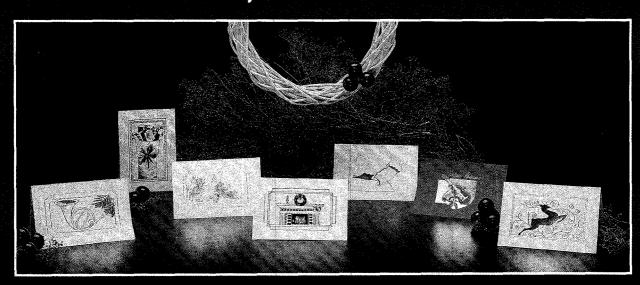
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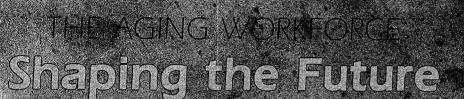


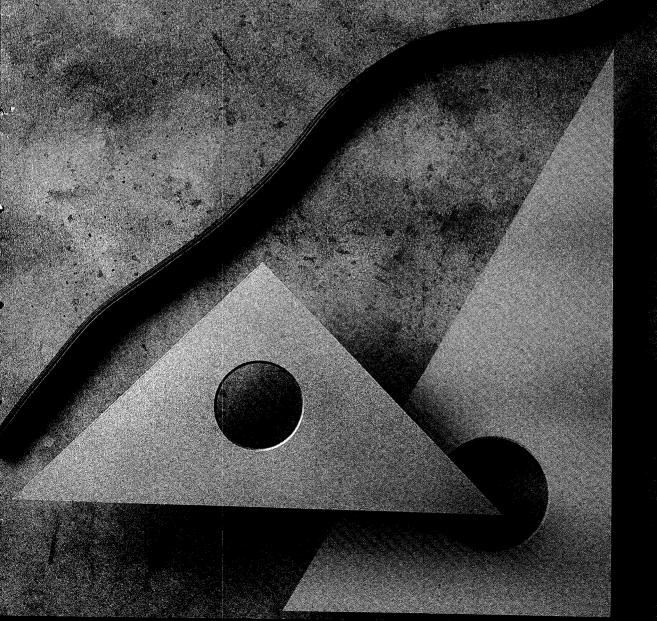
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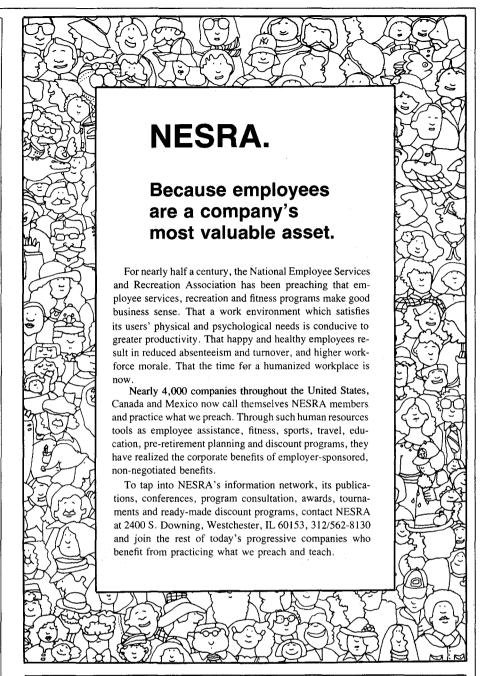
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Grand Kempinski Dallas, Texas May 3–7, 1989

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### In this issue . . .

- As we approach the year 2000, the vitality of ES&R managers' role in shaping a quality workforce is being recognized. Projections indicate that our economy is in the hands of older workers—and those that manage them. Employee motivation is the key. Read this month's cover story, "The Aging Workforce—Shaping the Future," for an overview of the main issues affecting the future workforce, a look at how corporate America views these ensuing changes, and a profile of older workers' attitudes and needs that ES&R managers can use to prepare programs to meet those needs.
- Because ES&R managers often work with volunteers, company involvement in your community is a natural extension of your position.
   For a guide on how to expand program offerings to include a corporate volunteer program and for a detailed model program, turn to "Community Action: Company Involvement."
- Health Fairs (Part I) in the July issue of ESM outlined the benefits and general considerations for planning a health fair. Read Part II of the series, "Health Fairs: Services Cafeteria-Style," to find the practical, how-to aspects of organizing the event, plus suggestions for increasing employee involvement.
- If you were unable to attend NESRA's 47th Annual Conference or if your notes are scratchy, read "The Magic of ES&R" which recaps the content of major sessions and takes you for a final walk through the exhibit hall.
- Also in this issue, the ESM Bulletin previews upcoming regional conferences, this month's Fitness/Health Update reviews the conference continuing education session on implementing a no-smoking policy at the workplace, and Viewpoint answers the question, How can employee services programs remain competitive?

#### ... Next issue

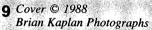
- PLANNING THE COMPLETE TRAVEL PROGRAM STATE-OF-THE-ART CHILD CARE ● TRAVEL SPOTLIGHT: DALLAS/FORT WORTH
- TEAM BUILDING PROGRAMMING FOR THE SINGLE PARENT

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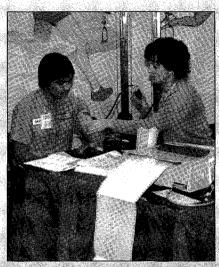
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# ESM bulletin

# **Preview of NESRA Regional Conferences**

#### **REGION II**

Become familiar with both the professional NESRA image and Philadelphia's heritage by attending NESRA's Region II Conference and Exhibit. The Philadelphia Association for Employee Recreation & Services (PHIL/AERS) is proud to host the first NESRA conference (of any type) to be held in Philadelphia. Entitled,

"Recreation—Get To Know It; Philadelphia—Get To Know Us," the Region II Conference will take place November 3–5, 1988, at the Holiday Inn Independence Mall, Philadelphia, Pennsylvania.

Educational session topics for possible inclusion are as follows:

- Model Recreation Programs
- Promotion via Newsletters
- Volunteerism
- Dressing for Success
- How To Accomplish More
- ABC's of Special Events
- Changing Leisure Lifestyles
- Wellness at the Worksite

Maximize your networking opportunities during a limited, one-afternoon tabletop exhibit packed with contact potential and special excitement offered by exhibitors.

Plans for off-site and hotel social events as well as visits by several well-known Philadelphia "image-makers" are in progress.

Extend your stay to take full advantage of the historic touring possibilities available in the Philadelphia area. While no specific packages are being planned, arrangements are being made for walking tours of the historic area on Saturday afternoon following the conference conclusion.

For more information, contact the PHIL/AERS office, (609) 547-8284.

#### **REGION III**

"A Rainbow of Resources," NESRA's Region III Conference and Exhibit, will help you vibrantly color your ES&R programs. Hosted by the Michigan Employee Services and Recreation Association (MESRA), the Region III Conference will take place September 14–17 at the Northfield Hilton Hotel, Troy, Michigan.

Educational sessions planned thus far include:

- The Proven Path to Corporate Excellence
- Weed Out the Dead Wood and Poorly-Motivated Employees
- Rainbow of Resources
- Change: People in Transition
- AIDS Liability
- How To Become A Change Master
- Corporate Day Care

- Public Speaking With Confidence
- Avoiding Burn-Out
- One-Minute Manager
- Improving Employee Motivation
- Putting Humor To Work For You

Make the most of the six and a half hours of prime exhibit time by visiting 50 booths including national associates of NESRA.

Planned social events include a "Somewhere Over the Rainbow" dinner party and a "Friday Fun, Feast and Frolic" outdoor event at a surprise location.

The spouses program is all-inclusive, allowing spouses to attend sessions and meals.

For more information, contact Beverly Weiss, (313) 471-8654.

#### **REGION VII**

"Reach for the Stars in '88" by attending NESRA's Region VII Conference and Exhibit and put your ES&R programs in the limelight. Hosted by the Associated Industrial Recreation Council (AIRC), Burbank, California, the Region VII Conference will take place September 22–29, 1988 at the Sheraton Universal, Universal City, California.

Educational sessions planned for possible inclusion are as follows:

- AIDS: Myths and Realities
- Nutrition—Food For Life
- Working For A Living and Still Being Free To Live
- Fitness Without Facilities
- Money: How to Handle It

Walk through a lively and educational exhibit hall and see various products and services available to employees in a customer-oriented atmosphere. Continuous entertainment is being scheduled for your enjoyment while in the hall.

Spouses can tour Lawrey's Food with their scenic garden and the Merle Norman Tower of Beauty. Other possible tours may include NBC studios and Hollywood Stars' Homes.

Plans for the following social events are in progress: A "Star Trek" party at Universal Studios Tours where you may have Scotty "beam you up;" Discount tickets for The Judds who will be performing at the amphitheater; A Hollywood Premiere with entertainment from Sea World's "City Streets;" as well as a jamboree. A fitness contest is also scheduled.

For more information, contact Bob Pindroh, (818) 847-5035.

Start planning now to attend one or all of these regional conferences and bring back fresh ideas to enrich your ES&R programs.

# news in brief

#### **Culture Trips**

Despite the fact that managers are working harder than ever they still have time and the desire for cultural leisure—the arts, reports the Wall Street Journal.

Nationally, attendance at theaters, concerts and museums dropped 12 percent since 1984, mostly due to an 8 percent decrease in leisure time. Among executives, however, culture is still a priority. "There is less leisure time, but you learn to manage it," says one executive who attends operas, symphonies, concerts, museums, and paints in his spare

Making the most of leisure time for some executives means combining travel with the arts. Culture trips, offering more exotic tours than ever, allow executives to keep up with the arts while vacationing. Art museums and universities have found that novel educational trips with donations included in the price are great fundraisers. The main attractions to such trips are personal attention, scholarly guides and special access to sights most tourists don't usually see.

Below are samples of exotic culture trips now available:

- Three weeks on an island with a primitive-arts expert from the Metropolitan Museum of Art.
- An opera lovers' cruise to London, complete with opera movies and live concerts.
- A trip to China (with university professors) to study Peking Opera, which includes interviewing people, dining at opera stars' homes, and dressing in colorful makeup and heavy costumes.
- A tour of the "Legendary Baroque Cities of Europe" to study the art and architecture of Budapest. Parque, Vienna and Dresdencomplete with a reception at the American Embassy.
- A trip abroad to Paris, Bordeaux and Zurich featuring a visit to the Basel Art Fair, one of the most important in the world.

Such trips genuinely reflect their sponsoring institutions which often gain long-term support from tour participants. After becoming friends with curators and professors while traveling, some tour participants continue to stay interested and eager to help the sponsoring institution when they return home.

#### Simple Perk

Among the increasing array of employee benefits to choose fromcorporate fitness centers, discount health club memberships, weight loss clinics, special dining services, etc.—a water cooler is perhaps the easiest, healthiest and least costly option.

Providing spring water is a simple perk with big benefits. Employees will appreciate the cool, clear water and it may also help keep them healthy and alert. According to Janet Helm, a specialist in nutrition education, drinking habits affect performance—a liquid loss of only 2 percent of body weight decreases work capability by 20 percent. Encouraging employees to drink water throughout the day can translate into increased efficiency and productivity, paying for the minimal cost of a water cooler.

Clean drinking water is essential to our lives, but it's not always readily available. The water supply to some offices can be located off the premises-requiring employees to travel down the hall in order to find water. In other cases, bad pipes or environmental problems can adversely affect water quality.





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# news in brief

Water delivery is a cost-effective and convenient alternative. In addition, many bottled water companies offer a variety of other services-from coffee and refreshments to microwave oven and refrigerator rentals at reasonable prices.

Consider renting vs buying. Renting offers a number of advantages over buying a water cooler. Maintenance and service on rental units are free and prompt, and renting allows you to upgrade your system, should your needs change. Renting also allows an ongoing expense deduction.

If you're considering bottled water for your office, a leading supplier of mountain spring water offers these tips to help you meet your office needs:

Be aware that not all bottled

waters are created equal. Some are nothing more than municipal tap water that has been filtered or chemically processed. Others, however, are mountain spring water untouched by wastes and byproducts.

- Determine your company's needs. Water is generally delivered in five-gallon bottles and you should expect to use a half bottle of water per employee each month. Service is important. Choose a company that will keep track of your needs and deliver water without being called.
- Consider additional features. An optional hot water spigot can convert your cooler into an instant refreshment center, perfect for tea, soup and hot cocoa. Coolers are also available with compact, builtin refrigerators.

#### **Working Fathers**

More working fathers want to alter their work schedules or arrange flexible schedules to spend more time with their children, reports U.S.News & World Report.

A comparison of a recent study and a similar study performed in 1985 shows a shift across the board in needs and attitudes of male employees regarding child care. One large corporation surveyed 6,600 employees, half of whom were male, ranging from factory workers to senior executives. The findings are:

- Most were in two-career households with children in care outside the home.
- In 1985, 52 percent of the women and 18 percent of the men said they were interested in part-time



### **NESRA Education** and **Research Foundation**

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs

and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation to:

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work to accommodate children. In 1988, the percentage for women remained the same while 33 percent of males said they are now interested in such arrangements—that's a 15 percent increase!

• Of those polled in 1985, 58 percent of the women and 27 percent of the men said they would like sick leave policies extended to cover time off to care for an ill child. However, in 1988, 78 percent of women preferred such a policy and the percentage for men sharply inclined to 48 percent.

This implies that men as well as women are concerned about child care now.

Parental leave—unpaid time off for fathers to care for children—is expected to be the hot topic in boardrooms the next few years.

This trend is already catching on

across the nation. In an attempt to meet these needs, the following steps have been taken:

- As recently as June 8, 1988, a bill was introduced in the Senate requiring private firms to offer up to 10 weeks of unpaid leave to new parents.
- Laws requiring businesses to offer family leave to men and women have been passed in many states.
- There is a 29 percent increase among companies offering unpaid child care to fathers since 1980.
- About three-fifths of all organizations with 10 or more employees offer flexible hours, voluntary part-time arrangements and/or parental-leave programs.

Working fathers are involved in child care now more than ever. At one company in New York, men consist of more than half the people taking part in a company-sponsored day care program. Other fathers have primary responsibility for taking the child to the caretakers before work and picking them up after work. This requires a regular work schedule omitting overtime and socializing for some, while also requiring meticulous time management. At lunchtime, fathers also make time to visit with their children either on-site or off-site.

Even though this may be the case, men are less likely to speak out on this issue or use these resources than women are for many reasons.

- Men may not be aware of these programs.
- They may not know how they can help at home since there is a lack of such role models.
- Unpaid leave may be financially

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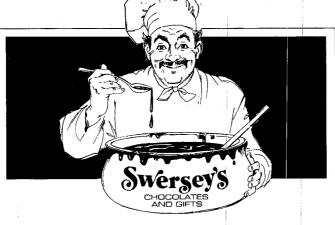
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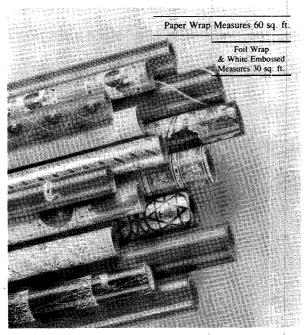
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impossible, especially if the mother works.

Also, while companies are making these programs available, management is not always granting full support of them and some fathers fear that they are perceived as an employee less committed to the company. Yet, in places where fathers face such opposition, steps are being taken to convince management that it really is not any different for men than for women.

#### **Preventative Health Care**

Although Americans are probably more knowledgeable than ever about what constitutes healthy behavior, statistics show that the number of individuals practicing preventative health measures vary widely, reports the Wall Street Journal.

While 85 percent of U.S. adults have had their blood pressure checked in the past year, only about half of adult women have had a Pap smear or a breast exam, reports a recently published survey of 34,000 households conducted by the National Center of Health statistics.

Increasing numbers of people are buckling up in their cars, another preventative measure, but still many others are not taking this safety precaution. About one-third of adults wear car seat belts; whereas in 1980, only 20 percent did so.

The number of adult smokers have decreased from 38 percent in 1970 to 30 percent in 1987. The survey reveals that 21 percent of women smokers who had become pregnant said they quit smoking, 36 had cut back.

Almost 25 percent of adults are more than 20 percent above the desirable weight for their height and of those, more than half are trying to lose weight.

More people may be turning to exercise to slim down. Almost 40 percent said they exercised or played sports regularly and 28 percent said they were very physically active in the preceding two weeks.

# THE AGING WORKFORCE: Shaping the Future

by Pamela A. Tober, editor

You've been reading about it month after month . . . "The composition of the workforce is changing . . . Baby boomers will comprise the majority of the workforce . . . Women are flooding the workforce . . ." What does it all mean to employee services and recreation managers? Surely you've thought about this in terms of your program offerings—what you may not realize is the added importance of this phenomenon as we approach the 1990's and also the essential role that ES&R managers have—not only in your own companies but as part of U.S. economy and world competitiveness.

As we come closer to the year 2000, the vitality of your role is being recognized. Projections indicate that our economy is really in the hands of older workers—and those who manage them. Employee performance is the key—Their motivations and basic happiness are prime factors determining the extent of their efforts. Your programs provide the conveniences and social, physical, and cultural activities needed to create satisfied, productive employees.

In order to reach employees, you must understand the psychological aspect of each person—his/her values, attitudes and needs regarding work and leisure. You must also know how these attitudes change as employees age.

The following article provides an overview of the main issues which will shape the workforce in the near future, a look at how corporate America views these ensuing changes and what ES&R managers need to do in order to prepare for this older workforce. Finally, the article profiles the attitudes and needs of the baby boomer employee in order to give ES&R managers more information to use when developing and justifying their programs today and for the future.

ccording to Workforce 2000, the aging of the baby boom generation will cause the American population to become older on average, throughout the century. The median age of the population, which had been declining until 1970, will reach 36 by the year 2000.

Over the next 13 years, the American workforce and the economy will be shaped by five demographic facts:

- The population and the workforce will grow more slowly than any time since the 1930s.
- The average age of the population and the workforce will rise, and the pool of young workers entering the labor market will shrink.
- More women will enter the workforce, although the rate of increase will taper off.
- Minorities will be a larger share of new entrants into the labor force.
- Immigrants will represent the largest share of the increase in the population and the workforce since the First World War.

### WOMEN IN THE WORKFORCE

By the year 2000, approximately 47 percent of the workforce will be women and 61 percent of women will be at work. Women will comprise three-fifths of the new entrants into the labor force between 1985 and 2000. Of the 14.6 million married women who joined the workforce between 1960–1984, 8 million came from families with children.

And although women are working in many traditionally male occupations and graduating from professional schools, a slowdown in women entrants into the workforce is predicted. Two facts support this statement. First, as more women are able to retire early on their own or their husband's pensions, labor force participation may decline. Secondly, a recent Gallup pole revealed that only 13 percent of working women with children want to work full time.

Six out of 10 working mothers want part-time employment, flex time or stay-at-home jobs, and 16 percent would rather not work at all. Half of the women surveyed believe that they can adequately fulfill their

responsibilities to their children if they work full-time.

Employers who do not provide flexible arrangements for women with children may cause women to stop working, contributing to a further reduction of new workers entering the workforce.

## IMPLICATIONS OF WORKING WOMEN

Over the next 13 years' policies, patterns of child rearing, taxation, pensions, hiring, compensation and industrial structure will change to conform to the new realities. For example:

- Day care and pre-school education will become more heavily subsidized, institutionalized and regulated.
- Part-time, flexible and stay-athome jobs will increase and total work hours per employee are likely to drop in response to the needs of women to combine work and childrearing.
- Benefit plans are likely to be restructured (cafeteria benefits) to meet the needs of two-earner families.

With these facts in mind, Workforce 2000 lists the following main challenges that require action by corporate leaders:

- Accelerating Productivity Increases in Service Industries
- Maintaining the Dynamism of an Aging Workforce
- Reconciling the Conflicting Needs of Women, Work, and Families
- Integrating Black and Hispanic Workers Fully Into the Economy
- Involving the Education and Skills of All Workers¹

Maintaining the dynamism of an aging workforce or managing the baby boomers through programming for this majority is the chief focus of this article. In order to find out how serious the problem of the aging workforce will become, what organizations are now doing to prepare for the future, and how much support can be expected from top management to develop proactive human resource policies and programs, the American Society for Personnel Administration (ASPA) conducted an extensive 1988 survey. The random sampling of 4,100 ASPA "In order to maintain a highly skilled, productive and competitive workforce composed mostly of middle-aged and senior employees, basic changes may be required."

members indicates that the aging workforce could create a dramatic increase in senior employee career problems including career plateaus and skills obsolescence.

In order to develop and maintain a highly skilled, productive and competitive workforce composed mostly of middle aged and senior employees, basic changes in job design, career planning, performance assessment, training and employee services and recreation/health programs may be required.

Survey findings reveal:

- Almost half of the participating organizations already experienced moderate to very serious problems associated with career plateaus and skills obsolescence. The consequences of these career problems include clogged promotion channels, drops in workforce morale and lower productivity.
- The gap between what participants see as necessary to manage an aging workforce and the kinds of policies and programs currently in place was wide. For example, 75 percent of participants stated that career counseling and training/development for senior employees was needed, yet less than 30 percent had these programs in place.
- About half of the participants feel that a variety of flexible work arrangements such as job reassignment, part-time work or phase out plans should be provided to extend the work life of senior employees.
- Career problems created by an aging workforce appear to be particularly acute for very large organizations, for companies experiencing a period of modest or significant decline, and for organizations with relatively high

proportions of workers over age 50.

• Although systematic retirement counseling is widely advocated these days, only 30.6 percent of respondents reported that their organizations have formal retirement counseling programs. Among those who have such programs, about two-thirds of eligible employees participate. The average age at which employees are invited to participate is 54.6 and the average program is about 12 hours in duration.<sup>2</sup>

Figure 1 lists some of the factors of respondents with regard to the performance and other business considerations associated with an aging workforce.

Lack of motivation, the greatest contributing factor to senior employee career problems as indicated by respondents, is at the core of all human resource issues. One aspect of motivation comes from assisting employees to work at their ideal best.

According to Worklife Visions, "each of us applies as much effort and contribution to our tasks as we feel like contributing. We should also understand that the only thing we can count on to assure our employability is our own set of skills, performance, character and our willingness to learn."

This reinforces the need to remedy the common causes of career problems of older workers. Employers can assist in providing the education, training, motivation and rewards that encourage and support employees in their efforts to perform and learn.<sup>3</sup>

Motivation and rewards can be specifically assigned to employee services and recreation managersand to the top management that supports ES&R programs. Employees wishing to fulfill their potential through work also need to fulfill their leisure lifestyle potential in order to feel they are attaining their ideal best. Degree of motivation is dependent upon both factors. Again, in response to career problems such as senior employee mental and physical decline—health promotion and social activities can enhance the worklife of older employees. Studies indicate that social support via

Figure 1

#### Factors Contributing to Senior Employee Career Problems

Factor	Percentage'
Employee loss of motivation or complacence	67.0
Organization need for better diagnostics or performance appraisal to identify problem	65.1
Organizational need for better career pathing	62.8
Rapidly changing job duties	62.3
Not enough organizational incentives to keep skills current	58.2
Insufficient organizational investment in training and development	56.2
Need for more lucrative early retirement incentive	53.6
Organizational inflexibility in job assignments and transfers	51.9
Senior employee physical decline	29.8
Senior employee mental decline	16.4

\*Percentages are summed across the "moderate," "great" and "very great" response categories

Figure 2

#### **Consequences of Career Problems**

Organizational Consequence	Plateauing	Obsolescence
Clogged promotion channels	64.6*	50.4
Lower morale among co-workers and subordinates	56.0	51.2
Lower overall productivity of department or unit	48.6	57.2
Hurt relationships with customers or clients	24.6	33.7
Increased absenteeism	21.0	23.4

\*Percentage of responses indicating plateauing or obsolescence contributes a "moderate," "great" or "very great" extent to organizational consequence.

Figures 1 and 2 are reprinted with permission from the American Society for Personnel Administration, Alexandria, Virginia, and from the Commerce Clearing House, St. Petersburg, Florida.

Policies, Needs and Support For Overcoming Career Problems			Retirement Policies for Senior Exempt Employees				
What organizations are doing %	6Policy*	Need**	Support***	Description of Policy	Percent Using	Percent Needing	Degree of Suppor
Tuition reimbursement Annual performance appraisal and	88	76	58	Arrangements for use as mentors or consultants	16	61	48
feedback to senior employees regarding potential career problems	76	88	76	Medical evaluations as input to	10	47	35
Job transfer to	/ <b>0</b>		<b>,</b> 0	retirement planning			
improve fit between employee skills and job requirements	46	71	62	Conducting formal evaluations of performance as	9	54	37
Annual needs assessment to identify training needs	38	88	76	input to retirement planning			
Training and development for				Flexible work schedules	9	43	29
senior employees  Career counseling	29 23	77 74	58 51	Reassignment to less demanding jobs	7	45 	33
Job redesign Incentives for early	20	74	46	Encouragement to extend careers	7	38	34
retirement for older workers who encounter career problems	18	67	49	Gradually cutting back on days worked per	7	50	35
Creation of new roles for senior employees				week or month  Cutting back to half time	5	42	30
(mentors, consultants, entrepreneurs)  Organizational	13	60	37	Redesign of jobs to reduce mental and	4	45	28
incentives (promotion, incentives, skill based pay) for older				physical pressures		33	21
employees who keep skills current	12	60	36	Arrangements for working part time at home	2	33	61
*percent indicating org **percent indicating ma ***percent indicating management for policy Figures 3 & 4 are reprinted was	oderate to loderate to	high nee high to r	ed for policy; management	l one job	2	26	17

employee activities greatly enhances job satisfaction.

In order to experience success though ES&R program offerings, you must understand the needs of your employees and know the leisure styles of older workers. According to *Recreation Trends*, leisure styles are a part of lifestyles. Those lifestyles are related to cultural and educational background, financial resources, climate and geography, occupation schedules and social expectations, type of community, value orientations and social status.

## FACTORS CONTRIBUTING TO "LEISURE STYLE"

The following points may be helpful in projecting the types of activities desired by the older worker. (For a complete analysis of activity participation, contact NESRA headquarters to purchase John Kelly's *Recreation Trends*):

- Time remains scarce for most adults. The time costs of recreation participation may be a greater constraint than financial costs, especially for dual-income households with children.
- Considerable recreation involves self-display and style. How participants manage impressions to gain approval and acceptance involves styles of participation, clothing, equipment and being with the "right" companions. Impression-management may be more important than the game for some leisure events.
- Leisure and recreation investments are an important component of marriage and family life. For both intact and serial marriages, recreation choices can be conflict-ridden at the same time that they are contexts for expressing and developing relationships. Disappointment in leisure companionship and support can be a major factor in marriage dissolution.
- Developmental aims for families with children will be important in selecting recreation investments. Parents will seek recreation that will improve their childrens' chances to compete in school and work.

- The quality of relationships remains central to satisfaction with most recreation experiences.
- The trend toward securing blocks of time—long weekends as well as vacations—will continue.
- The trend toward more independence and self-reliance for women will also continue. This means that women's interests will become more and more important in determining patterns and resource allocation.
- The 50-plus age group will be recognized as a growing market for recreation goods and services.
- Leisure opportunities for women, both married and single, will be more diverse and less tied to the family.

- "Baby boomers treat leisure time as a necessity, even though they have less time than their parents did."
- Major attention will have to be given to "off-hour" employment and the potential for recreation participation during weekdays and at odd times, especially by those employed in the service sector of the economy.

- More and more adults at any one time are either single or in a period of transition. Leisure settings and opportunities will increase for those who do not come in couples or families. Singleness will be accepted as more common and a less extraordinary mode of life, whether temporary or relatively permanent.
- Reduced public subsidies in areas such as the arts and outdoor resources will open many possible markets for business and diversify programs for the public resources.

Reliance on cost recovery will tend to raise user fees for further public provisions.

- Higher activity levels and greater financial resources of the retired will bring increased attention to the "active old" as recreation participants.
- Nonfamily leisure settings and organizations will become more and more important due to demographic changes and the long postparental period of the family cycle.
- The skills associated with recreation will become more important as more individuals define themselves and their competence in terms of what they can do and accomplish off the job.<sup>4</sup>

## OLDER EMPLOYEE PROFILE

For a more specific look at attitudes of baby boomers, the following profile should assist you in accommodating their needs through effective ES&R programming: This is the best-educated generation to reach middle age in this country which relates to earning power, putting boomers in the position of controlling nearly half the nation's income.

According to the February, 1988 issue of Parks and Recreation, experts predict by 1995, 40 percent of baby boomers will have \$10,000 a year to spend on entertainment and recreation. This is also the first generation reared with regular exposure to dance classes, music lessons, camp, and organized youth sports. This generation expects positive and enjoyable outlets for its leisure time. Baby boomers treat leisure time as a necessity even though they have less leisure time than their parents (due to career and family).

Attitudes: It is important to understand that middle-aged employees have changed their attitudes regarding work and career. Changes in makeup of family and also physical and emotional changes occur as your employees approach and live through middle age. The



following types of changes should be taken into consideration when creating programs:

- Older baby boomers are burning out after being in the work world for up to 24 years. If they are not burned out, they are at least re-examining the role career plays within their lives. There is a "backing off workaholism" for people in their 30s and 40s, according to one market researcher. Employees who were once ambitious are no longer satisfied with their work environment and they are fulfilling their needs through leisure pursuits and other personal interests.
- Baby boomers are not accepting the physical reality of aging willingly. Having grown up with youthfulness as a driving force, physical changes they experience are discouraging. Fitness and self-image programming is extremely important for this group as indicated by their purchases of diet aids and exercise equipment.
- Baby boomers will continue searching for self and for opportunities for growth and development. This stems from the sudden question "Is this all there is?" This search will contribute to greater participation in learning activities that focus on acquiring new skills, self improvement and new experiences.
- Baby boomers with children are requiring quality time activities in which they can participate with their children. The group of middle-aged mothers who decide to leave the work world to be with their children will require re-creative, stimulating, and social outlets in their restructured lifestyle.
- Empty nesters are another group to consider. These are couples who had their children as young adults and are now alone after the grown children have left home. This group not only has more leisure time but also more income to devote to it.

Lifestyle Categories: There are also subgroups of lifestyle categories that will comprise the baby boom workforce. These are psychographic categories that consist of elements that can help you project the needs and behaviors of your workforce.

The first group is the traditionalists. They value safety, security and family, and are comfortable with conventional American values. They are likely to accept their aging status and have modified attitudes that closely resemble that of their parents. They may place greater emphasis on physical activity and travel to visit family members.

The second group can be termed as "making the mosts." They will continue to lead active and full lives that will focus on personal growth and achievement rather than upon family or professional accomplishments. They will focus upon the health and wellness movement in an effort to extend youth, and they will believe that they can have all life has to offer within conventional guidelines. Programming for this group should consist of self-improvement opportunities and less structured individual and physical activities. Travel will also be of great interest

to this group. The last group is the "adventuresomes." They are successful in their chosen career, have always been open to new things and possess an innate curiosity and questioning tendency. They will view mid life as an indication that life is passing by and that they must seize the opportunity to become involved in a variety of activities including working for social causes and community volunteer work to all forms of recreation. These recreational activities will have a greater emphasis on risk-taking, outdoor physical activity as well as cultural and intellectual pursuits. Travel will also be important to this group.5

With this in mind, you may wish to tailor your program offerings to these three subgroups—taking note of all other factors affecting employee lifestyle previously listed. Above all, use this information to see how your employees perceive themselves. If you want to deal with people successfully, you must first

understand how they see themselves. This is the basic concept of the psychological person-a new comprehensive theory of personality discussed in the March/April issue of Management World. The key to this theory (as Jeffrey Hallet of Worklife Visions also indicates) is simply that "the most powerful motivating force for human beings is their wish to attain their 'ego ideal'." Basically, people form a picture of how they should be at their ideal best. When they work toward that ideal, they like themselves. When they do not, they become extremely angry with themselves.

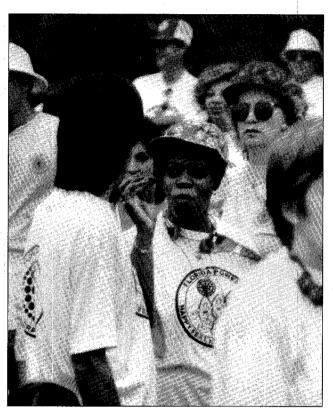
Because this "ego ideal" encompasses all aspects of an employee—especially lifestyle, often defined by leisure pursits—ES&R managers have the responsibility of providing the offerings that fulfill each employee's social, psychological, cultural, etc., needs.

Bottom line: The workplace and the employee's relationship to the organization can either enhance or impair employee motivation and emotional health. The degree of motivation that older workers possess will be the determining factor affecting the quality of the future workforce. The necessity of this quality is effectively expressed by Jeffrey Hallet (author of Worklife Visions) who writes, "In the end, it is our work that shapes our world."

#### **Footnotes**

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## **COMMUNITY ACTION:**





Florida Power employees participate in a walk-a-thon for the March of Dimes.

#### by Duncan A. Marks

rective this: you are at the company's annual stockholders' meeting, standing near the President when a stockholder walks up and asks: "Why isn't our company more involved in the community?" The President replies, "That's a great idea" and turns, looks at you and says, "I have just the person to get it started!" Cheer up—the assignment is not as hard as you think. Consider:

American businesses have discovered a tool that creates healthy communities while lifting employee morale, generating positive recognition from customers, clients, and keeping a competitive edge among their competitors. It is employee volunteerism, a system for employees to improve the quality of life in the communities in which they live and work.

Community involvement, the participation of employees volunteering their time and talents in the community, has never been greater than today. The Volunteer Action Center, a national clearinghouse for volunteer activity, reports that volunteerism generates \$110 billion worth of labor and materials for community service agencies and individuals—many of whom have received less federal support in recent years. Nationally,

89 million people volunteer their time in the community. Of that group, 48 percent are adults, 51 percent female and 49 percent are full-time employees, according to a 1985 Gallup Poll.

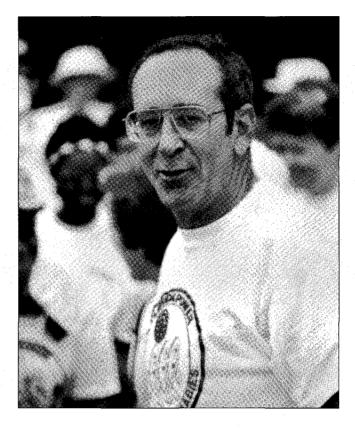
How can you, as an employee services professional, expand your program offerings to include a corporate volunteer program? Follow the steps listed below to get your program started! If you already have a corporate volunteer program, you may wish to review Florida Power Corporation's program profiled below.

### STARTING FROM SCRATCH

Begin by reviewing the corporate mission, strategic objectives and annual goals of your company. Do they speak of involvement in the community, the betterment of the employee workforce? These key documents can be used to base your proposal to management. By linking your program to the company's goals, you will have a greater chance of success in getting it approved. Find out to whom you should direct your efforts, the key person(s) in the organization who can approve the implementation

## Company Involvement!





of a corporate employee volunteer program. Your proposal should explain the benefits to the company if you are allowed to add an employee volunteer program to your lineup of services and activities. Check your peer network: what are other companies in your community doing? Your proposal should give specific examples of other businesses' efforts in the community.

Corporate employee volunteer benefits:

- Build pride in the company and goodwill in the community.
- Address real needs in the company as viewed by the employees.
- Provide a forum for employees to develop new skills and abilities.
- Meet the public's expectation of the company's role in the community.
- Give employees recognition company-wide for their personal talents.
- Provide a competitive edge when the company is helping solve the community's problems.

Your proposal can list examples of current and past

employee involvement in the community if you are able to ascertain whether the involvement was on a volunteer basis. Provide examples in your proposal from all levels of employees throughout the organization.

### **ANALYZE YOUR MARKET**

Once you have your program proposal approved, the next step is to analyze your market—you can survey your employees to find out what organizations they are currently volunteering for and those that they would like to support with their time. Ask who would like to volunteer for both long-term commitments (such as Big Brothers/Sisters, Scouting, Meals on Wheels) and short-term one-shot projects (community cleanup days, walkathons, car washes, etc.). And don't forget the retirees—they might like to help out, too!

Check with the local Volunteer Action Center to find out which agencies need volunteer help (they all do!) and select the agencies and projects that will meet the employees' needs which you identified through your survey.

## FORMING A COMMITTEE/ RAISING RESOURCES

Many companies have had success in their employee volunteer programs by using a committee to review requests for volunteer service and select the ones that will best fit the employee volunteer population and the company's interests (i.e., inside the service area). Each request should describe the volunteer's job, length of commitment, skills and abilities needed to be successful. This is a must to properly match volunteers with tasks. The committee should be drawn from all levels of the organization and composed of employees who do volunteer work. As the program administrator, you should chair the committee.

You will need to draw upon the many resources within your company to implement this program—executive involvement, newsletter or stories in the company newspaper, posters and flyers, display space on bulletin boards, T-shirts and employee recognition items for employee participants. The resources needed should be clearly outlined in your proposal so that you don't start your program and then suffer from lack of company commitment.

## MARKETING AND TRACKING YOUR PROGRAM

A key factor in your program's success is marketing. Use your committee to help generate interest in an upcoming volunteer activity. Start first with one-time projects such as a walkathon or community cleanup day that involve relatively simple physical skills. One great way to encourage participation in a group project is to provide T-shirts with the company logo on them. The larger the logo, the better. The shirts will stand out in the crowd and show the community that you care. Plenty of advance notice, well-displayed flyers and leaflets create excitement.

It is important to record and track the volunteer involvement of your employees. It will help in the recognition of employee volunteers and provide feedback on how your program is doing. One method is to ask volunteers to fill out a monthly or quarterly form that asks the employee what organizations, activities and how many hours volunteered. Some companies computerize this information and even survey the volunteers for their skills and interests, then match them with requests for volunteers from community organizations. Also, the system can generate reports for management to recognize their employees' efforts.

## **RECOGNIZING YOUR VOLUNTEERS**

One of the most important facets of employee volunteer programs is the recognition of the participants. Some companies hold luncheons or dinners, others have the company president write a letter or visit the employee at the worksite to thank them for their efforts. Themed

merchandise can be distributed to employees based on the amount of hours volunteered. Some companies match employee volunteer hours with corporate donations to the community organization. When thank-you letters are received from organizations naming specific employees, reprint them in the company newspaper. Visit employees participating on group activities and take their picture doing volunteer work; print those pictures in the company newspaper, or, if that's not possible, send the individuals a copy of the picture you took.

Provide regular feedback to management on the progress of your corporate volunteer program. Tell them who volunteered, what organizations and activities, and how many hours. They will be amazed at how quickly the hours add up. And the next time the president is approached on community involvement, the response will be, "Yes, we have the whole company involved."

## 'I AM INVOLVED PROGRAM'

Florida Power Corporation, an investor-owned electric utility serving one million customers in 32 Florida counties, has 5,500 employees. In 1985, the decision was made to initiate a corporate citizenship program that would recognize employees who were currently volunteering, encourage employees who were not currently doing so and meet the needs of the community organizations in our service area.

Program Guidelines: Florida Power is proud of its employees' commitment to their community through involvement in local community organizations. Through the 'I Am Involved Program' we recognize, encourage and increase this participation. Many of our employees already are active in their communities. Others may want to participate but have not done so because they lack information or are not able to donate time to a long-term volunteer assignment. Special projects which may take only a few hours on a one-time basis allow more people the opportunity to participate. Through the 'I Am Involved Program', employee volunteers are matched with community agencies in need of assistance. The 'I Am Involved Program' functions with the help of

Progu	am Result	S	
	1986	1987	% Change
I Am Involved Total Employee Registrations	782	1,263	+ 61.5%
Total Volunteer Hours	50,400	78,308	+ 55.4%
Time Is Money	3.300		
Total Participants	175	289	+ 65%
Total Organizations	75	209	+ 178.6%
Total Donations Dollars Per Participant	\$33,000 \$188	\$54,400 \$188	+ 64.8% 0%
Dollars Per Organization	\$440	\$260	- 40.9%

employee Area Coordinators. They provide a clearinghouse service to match volunteers with agencies and organizations in need of various talents.

What Constitutes Volunteer Time? Volunteer time is considered non-reimbursed personal (evenings, weekends or vacation) time donated to a community organization. After-hours active involvement includes time working on projects, participating in meetings and especially serving in leadership roles which further the goals of the organization. General meeting attendance is not considered active participation. If an employee is reimbursed for dues, meeting fees, mileage or given time off from the job, participation does not qualify. Therefore, company representation in such civic organizations as Rotary/Kiwanis/Optimists, or technical/ professional associations or marketing associations, etc., would not be considered a part of the program. An exception to the above program guidelines will be granted if the employee participates after hours in a project or special event sponsored by one of these associations to benefit a community organization. Examples would be a pancake breakfast, charity bazaar, carnival, bake sale, etc., held on a weekend with proceeds going to a qualified community organization in whose behalf the project was undertaken.

How Do I Get Involved? That's the easiest part of the 'I Am Involved Program.' There are literally thousands of community organizations in our service area that can use help, whether it be on a one-time or regular basis. Ask at work-many of your friends and coworkers volunteer their time-Ask your area coordinator—he or she can suggest several opportunities. Check the company newsletter—it contains scores of opportunities under headings such as "Volunteer Opportunities Bulletin." You can also check the bulletin board in your area for special notices. Once you have selected the organization or project of interest, sign up for the program by completing a registration sheet available from your area coordinator or employee services department. This ensures that you and your organization(s) will get recognition for your volunteer efforts. Employees who are already involved in community organizations are encouraged to fill out registration sheets to reflect that involvement. You will need to complete and submit a registration sheet to receive credit for the organization or activity for which you will be volunteering.

Recognition Gifts: Florida Power Corporation wants to show the pride it has in its employees who volunteer to serve community organizations. Upon registration, one receives a pin and shortly thereafter a three-month activity report form on which s/he will record volunteer hours. Also, when registering 'I Am Involved' themed merchandise can be selected from a gifts order form. The item will be sent after the volunteer hour mark has been passed and three-month reporting forms are received and logged.

At Florida Power you may select one at each level:

- 25 hours: Baseball Cap, Golf Cap, Coffee Mug, or Key Ring
- 50 hours: Parker Pen, Belt Buckle, Letter Opener, or Money Clip
- 100 hours: Sweatshirt, Desk Clock or Thermos
- 150 hours: Sweater or Sport Shirt
- 200 hours: Lined Windbreaker, Lapel Pin/Tie Tac, or Stick Pin

Eligible Organizations: Organizations eligible to be included in the 'I Am Involved Program' are those which deal broadly with social welfare, mental and physical health, education, scientific and civic affairs, and cultural enrichment. As long as you volunteer for an organization located in our service area or the community where you live, your time will qualify for the 'I Am Involved Program.'

Examples of eligible organizations for the 'I Am Involved Program' include: All Children's Hospitals, American Red Cross, Associations for Retarded Citizens, Band Boosters, Big Brothers/Big Sisters, March of Dimes, Meals on Wheels, Neighborhood Crime Watch, Special Olympics, any United Way Agency, etc.

The Corporate Citizenship program guidelines specify several types of organizations which do not qualify. Examples of these ineligible organizations or groups are: Adult Sports, Educational Institutions, Fraternal, Governmental, Hobby (such as fishing, model trains, etc.), Political, Professional, Profit-making and Religious.

If your religious, fraternal or professional group sponsors an event to raise money or awareness for a qualified eligible community organization, your afterhours time spent on this activity **would qualify** for 'I Am Involved'. You would report that time under the name of the organization benefited by that event.

The 'I Am Involved Program' is designed to promote volunteer activities; only time donated on a volunteer basis will be eligible for the program. The above are only guidelines to which organizations and activities may or may not qualify. Contact your area coordinator or employee services department if you have any questions concerning the eligibility of an organization.

### TIME IS MONEY PROGRAM

Time Is Money is an important part of Florida Power's 'I Am Involved Program'. In addition to recognizing an employee's volunteer efforts, financial assistance may be provided to qualified community organizations based on the number of volunteer hours donated by an employee.

All regular Florida Power employees who have been with the company for at least six months may apply for Time Is Money donations for one or more organizations, if the following criteria are met:

• The employee registers for the Time Is Money program and submits the registration form to the local area coordinator or Employee Services.

## Volunteers and Non-

The above findings are a result of a J. C. Penney Company 1987 nationally representative sample of 1,009 individuals aged 18

Volunteers and nonvolunteers are very similar with respect to sex, age, marital status, annual household income, the presence of children under the age of 18 in their household, and region of the country in which they live. However, nonvolunteers do differ from volunteers in terms of educational level and employment status.

	Volunteers	Nonvoluntee
Sex Male	44%	45%
Female	56	45% 55
Age		
18–24 years	6%	8%
25-34 years	22	27
35–49 years	33	28
50-64 years	21	20
65—74 years	13	12
75 and older	5	3
Marital Status		
Married	76%	70%
Single	10	13
Separated/Divorced/Widowed	14	17
Household Income	10 BMD (1987)	
Under \$10,000	11%	13%
\$10,000-19,999 \$20,000-29,999	17	22
\$20,000-29,999 \$30,000-39,999	19	18
\$40,000-49,999	15 14	17
\$50,000 or more	23	9 21
Children Under 18	29	<b></b>
None	52%	54%
At least one	3276 48	46
Region		
East	20%	20%
South	33	37
Midwest	28	24
West	19	18
Education		
Grade school	2%	3%
Some high school	5	8
H.S. graduate	29	43
Some college	32	23
College graduate	32	22
Employed Full-Time Outside t		
Yes	49%	62%
No	51	38

### In what areas do people volunteer?

Volunteers work most often for religious organizations (64%), educational activities (44%) and youth organizations (41%). These findings indicate that people who do volunteer are likely to be involved in more than one activity. Disaster relief and crisis intervention are the two areas in which volunteers are least likely to have volunteered.

	% Yes
Religious organizations	64%
Education	44
Youth organizations	41
Health care	34
Civic improvements	26
Poverty and hunger	23
Disease-related causes	21
Arts and culture	16
Politics	. 16
Crime prevention	16
The environment	13
Human rights or advocacy issues	12
Humane treatment of animals	117
Drug and alcohol abuse	11
Literacy	10
Crisis intervention	9
Disaster relief	8

## In what areas would nonvolunteers be interested in working?

Nonvolunteers report that they would be most interested in becoming involved with educational (82%) and youth organizations (76%).

	% Yes
Religious organizations	66%
Education	82
Youth organizations	76
Health care	71
Civic improvements	. 63
Poverty and hunger	76
Disease-related causes	60
Arts and culture	50
Politics	28
Crime prevention	73
The environment	69
Human rights or advocacy issues	57
Humane treatment of animals	68
Drug and alcohol abuse	65
Literacy	72
Crisis intervention	60
Disaster relief	76
	ENGINEEN ALTER

Significantly, religious organizations fall to tenth place in interest among nonvolunteers. This indicates that most people who would be interested in working for a religious organization do so. Disaster relief, typically a short-term project, rises to the top three areas of interest for nonvolunteers, with 76% indicating this as an area of interest.

Baby boomers with children under the age of 18 at home, are most interested in volunteering for organizations involved with education (92%), youth (90%), and drug and alcohol abuse (75%).

## volunteers: A Profile

national survey on volunteerism. Interviews were conducted on a years or older. The sampling error is plus or minus 3 percentage points.

### Why do people volunteer?

The vast majority of volunteers do so because they want to help others (97%) and they enjoy the work (93%).

	% TES
I want to help others	97%
I enjoy the work	93
The specific work or cause interests me	89
I feel a responsibility to volunteer	76
Someone I know asked me to volunteer	59
I have free time on my hands	41
To make new friends	40
To get job experience	15
My employer encourages volunteering	14
Required for membership in an organization; aca-	
demic responsibility	10
To get freebies such as complimentary tickets, mea	ls
or invitations	7

## Why don't people volunteer?

The principal reasons given for not volunteering are lack of time (79%) and concern over not being able to honor the commitment (40%). This is consistent with nonvolunteers' assertion that short-term projects would be the most important incentive to encourage them to volunteer (see table at top of next column).

	% Yes
Personal schedule too full	79%
May be unable to honor the commitment	40
Health problems, physically unable	20
No interest in volunteering	19
Government should provide the services	16
Don't know how to become involved	12
My age; too young or too old	12
Concern about volunteer legal liability	11
Don't have necessary skills	- 8
People should be paid for their work	7
Too costly	7

Those who report lack of time as a reason for not volunteering are more likely to be "baby boomers" between the ages of 25 and 49; employed outside the home; have at least one child under the age of 18 living at home; have completed some college; and have household incomes of \$30,000 or more.

## What incentives would be most important to nonvolunteers to encourage their involvement?

Short-term assignments would be the most important incentive in getting people to volunteer. Eight out of ten (79%) nonvolunteers cited this as at least somewhat important, followed by having a friend or group with whom to volunteer (71%) and getting training to be a volunteer (70%).

		FIGURE AND	∞ res
Short-term assignments	males inter		79%
Volunteering with a friend or	group		71
Training			70
Involving one's family			55
Low-cost day care			. 49
Employer recognition			49
Transportation to job	This is the second of the seco	38 18 18 18 18	42
Reimbursement of expenses			40
Volunteer freebies	ANTENA.		38

Nonvolunteers between the ages of 25 and 49 cite the ability to involve their family in the volunteer work as an important incentive (66%). For those with children under the age of 18 who are not employed full time outside the home, low-cost day care would be an important incentive (73%).

This survey suggests that volunteer agencies seeking to increase volunteer involvement should take individuals' needs into consideration when developing volunteer programs. To make it easier for nonvolunteers to become involved, agencies must develop short-term projects; structure activities so that volunteers can involve their families in them; and assist in providing or locating low-cost day care.

## How significant is the employer's role in encouraging volunteering?

One out of five (21%) employed respondents indicate that their employers encourage them to become involved in volunteer activities.

Among employed respondents, 60% of those who are encouraged by their employer to become involved actually do so, while 40% do not.

Of the 79% of employed respondents who receive no employer encouragement, 39% volunteer, compared to 61% who do not.

			nde						er l			
							Yc				No	
							60				399	
Vol												
No							40				31	

These findings indicate that employer encouragement makes a significant difference in individuals' tendency to volunteer.

The Volunteer: The National Center conducts a new Corporate Employee Volunteer Administrator Institute. Please contact Shirley Keller, Vice President Workplace Programs, Volunteer: The National Center, Suite 500, 1111 North 19th Street, Arlington, VA 22209 or call (703) 276-0542.

- The employee's level of participation is verified by the area coordinator with the qualified community organization. The employee must be actively participating in the organization during the current reporting year. Actively participating requires that the employee is contributing to the organization's goals and projects. General meeting attendance is not considered active participation.
- The organization meets the program guidelines and a copy is on file with the Internal Revenue Service Section 501(c)(3) exemption.

Once the above criteria are met, the employee will be approved by Employee Services into the Time Is Money program for the current year. When the volunteer time is completed, or 200 hours have been achieved (by the current program year December deadline) you should contact your Area Coordinator for a Time Is Money Funds Request Form which will be used to request the donation. The fifth working day of December is the final day that Time Is Money Funds Request Forms will be accepted by Employee Services.

Donations: Donations to eligible qualified community organizations are based on the number of hours of personal time volunteered within an 'I Am Involved' reporting year (December 1 through November 30). Checks will be issued to the approved organizations and sent to the employee to personally present the donation to the organization. Checks will not be issued automatically based on reporting through the 'I Am Involved Program'; a separate Time Is Money Funds Request Form must be submitted to receive the funds. Donations to the selected organizations will be made based on the following schedule:

<b>Volunteer Hours</b>	<b>Company Donation</b>
25	\$ 50
50	\$125
100	\$250
200	\$500

Employees can donate time to more than one organization and may turn in a funds request for each of them. However, only one request per employee per organization each reporting year will be approved. The deadline for all donation requests is the fifth working day of December of each year. If more than one employee is volunteering with an organization, each employee may request a donation, but the maximum donation that any approved organization can receive each year is limited to \$1,000 regardless of the number of employees involved or the total number of hours volunteered.

Qualifying Organizations: Time Is Money funds are an integral part of Florida Power's Community Responsibility programs and therefore are subject to the same guidelines that cover all corporate contributions. Only non-profit organizations with tax-exempt status under Section 501(c)(3) of the Federal Internal Revenue Code are eligible for donations from the Time Is Money program. The Internal Revenue Service awards this tax-exempt status to organizations which promote the

common good and general welfare of the community. The officers of an organization, especially the treasurer, should be able to determine if the organization has a 501(c)(3) exemption. If your chosen organization presently does not have an exemption, the local Internal Revenue Service office can provide information on how to apply for one. A copy of the IRS 501(c)(3) exemption must be provided to Employee Services to receive Time Is Money program participation approval.

Many organizations have already been approved for the Time Is Money program and copies of the 501(c)(3) exemption and bylaws are already on file. If an organization has been previously approved it is not necessary to again provide copies of the exemption and bylaws. Contact Employee Services to check if your organization's 501(c)(3) is on file.

Organizations currently approved for the Time Is Money program include: American Cancer Society, American Heart Association, American Red Cross, Association for Retarded Citizens, Tri-County, Big Brothers/Big Sisters of Pinellas County, Boy Scouts of America, Boys' Club of Pinellas County, Inc., Center for Spouse Abuse, Cystic Fibrosis Foundation. Organizations receiving donations must be located within the Florida Power Corporation service area. Your area coordinator can help determine if the organization meets our service area criteria.

Use of Funds: There are no restrictions for use of funds donated to qualified organizations. These funds may be used for any purpose at the discretion of the organization's board of directors.

### **EMPLOYEE PARTICIPATION**

At Florida Power, the following is registration procedure: Fill out the 'I Am Involved'/Time Is Money Program Registration form to be eligible to receive funds for your qualified community organization. Send the completed form to your area coordinator. It is the responsibility of the employee to provide a copy of the organization's bylaws and 501(c)(3) exemption. Should you need assistance in obtaining these documents, please ask your area coordinator to assist you. Employee Services will notify you when your application for participation in Time Is Money has been approved.

When the request for funds has been reviewed and approved, Florida Power will send the employee a check payable to the organization. The check will be presented by the employee to the organization.

Duncan A. Marks is the manager of employee services at Florida Power Corporation, an electric utility in St. Petersburg, Florida. He volunteers for the American Red Cross in the Tampa Bay area by training persons to become lifeguards at local pools and beaches. He has written a home pool safety course to teach parents how to rescue their children from aquatic emergencies.

## Health Fairs—Part II



## Services Cafeteria Style

by Barbara Soha and Pamela Hoffman

mployee Health Fairs provide a fun, effective way to promote health and fitness to employees. A health fair can cover a wide range of exhibits. As described in the July issue of ESM, it provides health screening and educational booths—from blood chemistry analysis to skin cancer screening—at corporate offices.

The main purpose of a health fair is to promote, motivate, and foster healthy lifestyle behaviors by providing medical screenings and health education.

Health Fairs (Part 1) in the July issue of *ESM* outlined the benefits and general considerations for planning a health fair. This issue will focus on the practical, how-to aspects

of organizing the event, plus suggest ways to increase employee involvement thereby making the event more than just health screenings. By following these guidelines, a Health Fair can become a vehicle to raise awareness of all the components of employee services, health promotion, and recreational programs offered by the company.

### PLAN AHEAD!

Begin planning 16-18 weeks prior to the event. Questions to ask in the initial stages include:

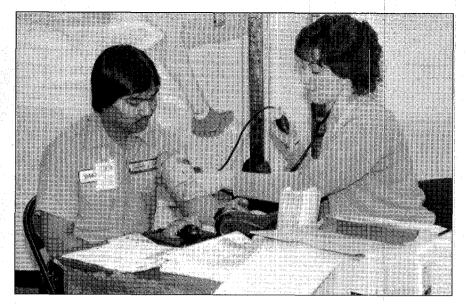
- Size of Event: How large is your employee base? What is your predicted attendance?
- Target Groups: Who can attend the health fair—ie., employees,

family members, retirees?

- Site: Where will the health fair take place? Is there adequate room—how many exhibitors can the space accommodate?
- Scheduling: Based on your corporate and employee needs, when is the best time to offer the health fair? Consider time of year, week and day. Is there a company or community event that coincides?
- Resources: What financial and staff resources are available?

## PROMOTIONAL AND MARKETING STRATEGIES

Once basic questions are answered, you can begin concrete planning, based on the focus and



needs of your company. The annual Health Fair at Washington Mutual in Seattle, Washington, includes a comprehensive health promotion and employee services awareness campaign prior to the event. Activities from all areas of the existing "wellness program" are selected to help increase employee awareness and participation. Below is a sample timeline and description of special events:

Wellness Health Fair Promotion:
To raise employee awareness of the multitude of health-related services offered by Washington Mutual's Wellness Center, a six-week promotion preceding its annual Health Fair helps achieve this objective.

Promotional Components: To meet the goals of promoting the Health Fair, the campaign begins six weeks in advance of the health fair. To increase interest in the Health Fair, it is appropriate to start off the campaign slowly, and then increase the amount of events as the day of the Health Fair approaches. The following is an explanation of the various promotional components that comprise the health fair promotion and the guidelines under which they will be implemented.

Promotional Timeline: Six weeks prior to the health fair, send out a schedule of events, briefly describing the special features and components. Weekly memorandums promoting the events should be sent out, plus other promotional materials such as table tents, posters, and theme buttons.

Wellness Market Days: "Come buy a little Wellness!" Wellness Market Days is a mini-wellness store display set outside the Head Office lunchroom. At the Market Days, employees can buy nutritional food and sporting items, and learn about resources and other programs offered through the Wellness Center.

Employee Wellness Contest: To spur employee involvement in the Health Fair promotion, they are asked via an internal memo to nominate a co-worker who exemplifies wellness. A definition of wellness is provided to employees, along with spaces to write the reasons for nominating a specific employee. Winners receive prizes and are featured in the company newsletter.

Posters: The poster promotion is intended to raise employees' awareness of the Wellness Center, featuring health and fitness themes. The campaign should include four posters, distributed in different work locations in the month preceding the health fair.

Lottery: To add an element of fun and to get all employees involved, a lottery will be held to increase awareness of the Wellness Program. Weekly prizes are awarded, with the grand prize drawing the day of the Health Fair. Prizes are products and services available through the Wellness Center.

"Tear Me" paper: Employees dressed in fitness garb hand-deliver untearable "tear me" paper. No prizes, no awards, just a fun and

"A health fair can become a vehicle to raise awareness of all the components of employee services, health promotion, and recreational programs offered by the company."

memorable way to raise awareness for the health fair. (See photo).

Crossword Puzzle: The crossword puzzle consists of words, phrases, and names related to wellness. Names are drawn from correctly completed puzzles, and prizes, such as free popcorn or exercise classes, are awarded.

Aerobithon: Die-hard aerobicizers can inspire those who are less fit. The winners in different categories (ie., form, costume) will be awarded prizes, and monies raised from the aerobithon will help purchase new equipment for the Wellness fitness facility.

#### Additional promotional ideas:

- Designate a theme and emphasize it throughout the health fair promotion campaign. Make this theme a part of all aspects of the promotion: on the posters, table tents, flyers, buttons, T-shirts—whatever materials you are using, use your slogan. "Well, Well, Well, You Can't Overdo it!" was the buzz word at Washington Mutual long after the Health Fair was over. (See photo).
- Request assistance from the marketing experts within your company—chances are, they would like the opportunity to do something "fun." If you have an internal corporate newsletter, request a feature story on the health fair. Also, ask for ideas on themes, best places to get promotional items, and general marketing tips.
- Build in an element of surprise, don't be afraid to use gags. This

helps raise awareness of all employees (What are those crazy people doing now—why are company executives running, yes running, through my office in shorts, handing out wellness posters?!) Get their attention—the more people get involved, and the more successful your event becomes.

• Recruit Employee Volunteers by sending out a flyer, detailing the events that are coming up and how the volunteers can get involved. Ask key employees early on in the promotion—they'll help motivate and inform other employees. Provide incentives for volunteers to participate, like providing lunch or t-shirts.

## **EQUIPMENT REQUIREMENTS**

Equipment requirements depend upon the facility where the health fair will take place—consider electric outlets available, power limitations, etc.

An exhibitor application, with key questions should be sent six weeks prior to the health fair. This provides an accurate account of equipment supplies needs, including table, chairs, backdrop, electrical outlets. (See "Suggested forms").

#### **Suggested Forms and Documents:**

- Exhibitor application should contain the following information: What is the topic and purpose of the exhibit? How will the participant be involved? Who will staff the exhibit? Please include qualifications. If staffing is by volunteers, is it important that they are well-informed about your organization; What are your equipment requirements? (ie., tables, chairs, backdrop, lighting, electrical outlets, any special needs)
- Insurance and Liability
  Agreement: This must be signed by
  all exhibitors and co-sponsors. It
  provides you protection on liability,
  and can be set up through your
  company's risk management or legal
  department. A sample form for
  reference purposes is provided—see
  exhibit).
- Consent and Release Form: All persons attending the health fair must sign this form when they register.

- Registration/sign in for all persons attending the health fair.
- Consent/Release/Requisition Form: This is required for blood chemistry analysis and should be provided by the laboratory/medical provider of this screening.

#### **Health Fair Supplies:**

Be sure to secure an adequate supply of the following: Pens, extension cords, power strips (and extra fuses!), tape (scotch, masking, electrical), signs for the different exhibits.

• Extras include party supplies and decorations to create a festive atmosphere, incentives for volunteers (ie., lunch, t-shirts).

Note: Exhibitors should provide all necessary medical related supplies—it is not the responsibility of the site coordinator or corporate sponsor of the event.

## SELECTING/SECURING EXHIBITORS

How do you decide which exhibitors to have at a health fair—and where do you get them? Here are some suggestions:

• Types of screeners—Include health fair basics such as blood chemistry analysis/cardiac risk profile, blood pressure screening, height/weight, vision and hearing

- screening. Virtually every type of screening can be offered: back care, dental, skin cancer, computerized lifestyle and nutritional assessments. Look at the needs and interests of your employees to determine what exhibits to offer.
- Getting the exhibitors—Look in your community, both in the public and private sectors. For example:
- 1. Check with the local branch of national health organizations—ie., American Heart Association, American Lung Association, American Cancer Society, American Red Cross. Many of these agencies participate in health fairs or similar activities on a regular basis.
- 2. Governmental and United Way agencies provide a wealth of resources such as AIDS Education and Crisis Clinics. Pick up a community resource guide and thumb through it for ideas.
- 3. Hospitals and health clinics—contact the Public Relations or Health Promotion Division.
- 4. If you are planning to offer blood chemistry analysis, you will need to contract with a medical laboratory. Ask for referrals from health care providers, other companies which have sponsored a health fair, or your local hospital/

## Procedures For On-Site Health Fairs

- Step 1. Consult with Risk Management and Legal Department one month prior to event.
- Step 2. Submit all documents that have not been previously reviewed by Risk Management and the Legal Department before mailing to the potential provider or vendor.
- Step 3. Health Providers/Vendors must:
  - Execute a mutually written agreement outlining each party's responsibilities in detail.
  - B. Complete an Exhibitor/Screener Application form.
  - C. Provide a hold harmless agreement between the organization and vendor and provide a Certificate of Insurance
  - Sign all agreements and forms and submit them prior to participating in the event.
- Step 4. The organization sponsoring the event must also provide a participant waiver and release. This release must be signed prior to the person participating in the event.
- Note: Companies may submit upon request a hold harmless agreement and Certificate of Insurance when leasing or occupying space belonging to another entity. See examples.

## **NESRA PUBLICATIONS**

#### Program Growth Ideas— 2nd Edition (New)

This 2nd Edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much

Member Price—\$20.00 Non-Member Price—\$30.00

## An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price--\$25.00

### Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages

Member Price—\$21.00 Non-Member Price—\$26.00

## The Best Child-Care Option For Your Employees (New)

This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95 Non-Member Price—\$11.95

## Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

Member Price—\$20.00 Non-Member Price—\$40.00

### Employee Services Management Magazine

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

1 year—\$27.00 2 years—\$46.00 3 years—\$65.00 Add \$5.00 (U.S.) per year for foreign subscriptions.

## Recreation Trends Toward the Year 2000 (New)

This data based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

Member Price-\$20.95

#### **Standard Sports Areas**

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00 Non-Member Price—\$10.00

#### Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00 Non-Member Price—\$40.00

## The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price-\$3.00

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clinic. Local hospitals or clinics may also provide this service directly.

- 5. Private Fitness/Recreational Businesses—If you're looking for an exhibit on hiking, camping, or selecting an athletic shoe, chances are your local sporting or athletic store would be glad to provide an exhibit.
- **6.** Don't overlook your current health educators and providers as potential exhibitors—ie., your seminar and exercise instructors.

Setting exhibitor standards—To ensure quality and safety, all exhibitors should meet specific standards. Sample guidelines are listed below:

- Require a contractual agreement outlining the responsibilities of the exhibitor and the company sponsoring the health fair (refer to "Forms and Documentation").
- Certificate of insurance should be submitted by all exhibitors providing health screenings.
- All exhibitors must complete and sign an exhibitor/screener application form.

### DAY OF THE HEALTH FAIR

Most health fairs that include blood chemistry begin early, around 7 a.m., because of the 12 hour fasting requirements. Be prepared so you won't be panicking when you see a line of hungry looking, groggy employees ten minutes before you open!

- Set up the tables, decoration, and necessary equipment the day prior to the event.
- Require exhibitors to set up early, preferably the evening before the health fair.
- Provide and post a floor plan for exhibitors—if possible hang signs to designate areas.
- Designate a check-in area for volunteers and exhibitors, and provide a lounge area for them to relax away from the commotion.
- Consider offering appointments for the blood chemistry analysis, and if possible, have two lines for it—one for employees with appointments, one for walk-ins.

• Volunteer assignments should be present so when employee volunteers check in they can go directly to their stations.

Site Coordinator Role—Besides all the planning, the site coordinator is responsible for keeping everything running smoothly the day of the health fair. Additional responsibilities include:

- Working closely with all volunteer groups, including medical and allied health professional, non-medical and lay volunteers.
- Resolving potential and identified problems.
- Coordinating volunteers and make sure tasks are delegated.

Follow-up—Sit down within a week after the health fair and write a short program evaluation—indicate what worked best, things to do differently, and ideas and suggestions to create a more successful event in the future. Include total number of participants, facility evaluation, most popular exhibits, etc. This will help immensely for future health fairs.

Thanks to You! When the party's all over, be sure to send thank you letters to your volunteers and exhibitors—and let them know they'll be hearing from you next year for your second annual health fair. Consider publishing the names of individual and agency volunteers in a company publication to give further recognition.

### SUMMARY

Besides offering a valuable service to employees, a health fair provides an ideal way for the employee service/recreation area to gain exposure and raise awareness of all program components. No doubt it's a major undertaking, but if you plan ahead and recruit volunteers, the end result is well worth the effort.

Warning—Once you've offered a successful health fair, employees will anticipate and expect it every year—count on it!

#### **RESOURCES:**

- Health Check Northwest Medical and Nursing Advisory Committee 1987 Site Coordinator Manual.
- 2. Washington Mutual Savings Bank's manual on how to put on a health fair.

Barbara Soha is health promotion specialist at Washington Mutual Savings Bank, Seattle, Washington, and has coordinated the special events and promotional aspects of the heatlh fair for the past three years.

Pamela Hoffman is currently fitness program coordinator at Washington Mutual Savings Bank, Seattle, Washington, and has been the site coordinator at the health fair for the past two years.

This space contributed as a public service.

## FIGHT CANCER. EAT YOUR VEGETABLES.

There's strong evidence your greengrocer has access to cancer protection you won't find in any doctor's office.

Like broccoli, peaches, spinach, tomatoes, citrus fruits and various other types of fruits and vegetables. They may help reduce the risk of some forms of cancer.

Write for more information.

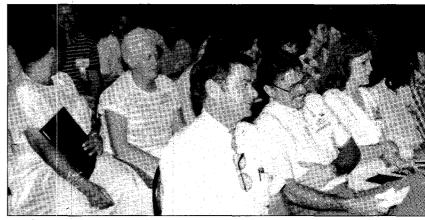


# The Magic of

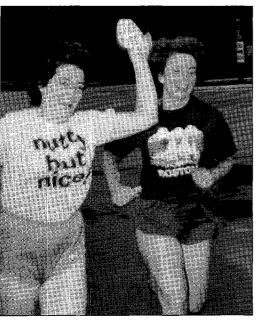
All conference photos are courtesy of Tom Kearns, Employee Photo Service, USA, Totowa



Bright eyed and hungry, Duncan Marks, Mary Ellen Cechowski and Diane Beard enjoy conversation at a Regional Breakfast.



Some speakers were entertaining as well as informative.



Kathy Carney, vice president, membership development and Tamra Torres, vice president, fitness and health, approach the finish line in the Fun Run/Walk.



Past Presidents Roy McClure, Phyllis Smith, Ed Bruno and Fritz Merrell take a bow.



Members absorb as much information as possible at the popular strategy exchange.



President Ralph J.

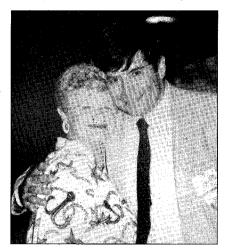
Far left, Mary Tanner and Beverly Weiss presen

Far left, Mary Tanner and Beverly Weiss present a donation to Arthur Conrad, NESRA Education and Research Foundation chairman.



## ESER ...

## New Jersey. Photos taken by Tom Kearns.



Former Conference Chairman and Past President Phyllis Smith congratulates '88 Conference Chairman Ron Ribaric on a job well done.



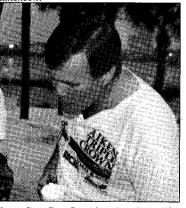
Everyone had a splash at Wet 'n Wild.



Fèrrara is warmly ward recipients at Luncheon.



President-Elect Bob Crunstedt's spirits aren't dampened by a little rain at Walt Disney World's River Country.



Immediate Past President Don Strosnider neets a new friend —(or foe) at Wet 'n Wild.

Left, President-elect Bob Crunstedt, President Ralph J. Ferrara, Executive Director Patrick B. Stinson and CARES President Jesse Guerra exchange ideas at the Chapter Presidents' Luncheon.



Frank DeLuca (right), winner of NESRA's Distinguished Service Award, receives a standing ovation.

by Cynthia M. Brown, editorial assistant

n appropriate theme for the 47th Annual Conference and Exhibit held in Orlando, Florida, on May 11–15. Educational sessions, peer exchange, social events and an exhibit hall full of new products and services touched upon the potential magic ES&R can have in any workplace.

Keynote Speaker Larry Miller, outlined the revolution taking place in the culture of American corporations/ organizations. Other sessions focused on programming for ES&R, AIDS in the workplace, high tech/high touch, and fitness trends in the industry. Speakers shared their "tricks" on how to market to NESRA companies, how to use NESRA resources and how to plan a health fair. Some speakers made attendees feel as though ES&R professionals hold the magic wandhaving the power to change a company suffering from low morale and low productivity into a healthy, pleasant and productive workplace.

The strategy exchange and the swap shop allowed delegates to share their successful programming ideas and to pick up ideas for new programs. Regional breakfasts provided an opportunity for attendees to become more familiar with ES&R professionals and events in their area.

Social events planned to offer the excitement of water rides and outdoor barbecues really had NESRA members drenched (willing or not) at Wet'n Wild and River Country. Attendees were free to enjoy the many captivating sites and attractions in the Orlando area on Friday evening. On Saturday the Annual President's Dinner was held honoring Ralph J. Ferrara, NESRA's current president, Don Strosnider, NESRA's immediate past president, and other past NESRA presidents in attendance.

Throughout the conference attendees encountered many opportunities to learn of the impact ES&R can have in organizations/corporations across the nation.

NESRA members were recognized for their achievements and many new NESRA members gained inspiration.



Larry Miller

**Bob Gaylor** 

### A CORPORATE CULTURE

"Today there is a renaissance going on in the organizational culture—a clash of culture," announced NESRA's Keynote Speaker Larry Miller, president, L. M. Miller Company, a consulting firm specializing in improving productivity, work quality and quality of work life. Miller discussed the shift occurring across the country from a culture of control to one of commitment. This new culture stems from developing discretionary effort among employees—the ability to make responsible decisions on their own rather than just controlling their behavior.

Miller says, "Leaders create a positive vision of the future . . . The degree to which employees understand that vision and are excited about that vision, is the degree to which they will engage in that discretionary effort. Consequently, competitive advantage will be held in that organization that captures discretionary, not controllable effort as in the past." In other words, ES&R professionals can lead employees by communicating a positive vision of an enjoyable workplace. When employees decide on their own to work towards this effort, a competitive advantage has evolved.

To develop this new desired culture, companies should "encourage self-management rather than management producing high productivity at a low cost." Otherwise, "those who are in control at work are usually out of control when left on their own."

To begin creating a corporate culture of high purpose, Miller suggests that companies understand different forms of motivation. Employees can be motivated by money, by goal achievement, or by feedback. Yet, "there's a whole other channel to motivation that we don't understand well precisely because we are a materialistic society. People will sacrifice for that which they believe to be noble and worthy." Miller explained that this is true because "actually there is no sacrifice . . . but an investment with a guarantee to return that which is most precious to us—our own self esteem."

To turn this into a benefit at the workplace:

- Encourage employees to believe on a macro scale that their company does something worthwhile for society.
- Help employees realize that they are not always working for the people above them, but also for those working beside them. They work for a team.
- Make it a point to have employees know the customer of their product (whether it be a co-worker or an outside person). Open these lines of communication.
- Strive to achieve a culture where everyone is listening to each other.
- Through teamwork, create a culture of consensus encouraging employee involvement in activities such as quality circles.
- Open direct lines of communication by altering your organizational structure from a vertical one with many levels of management to a horizontal structure where people can avoid unnecessary channels of communication.
- Give employees responsibility for their own work. "Employees want to be involved in the real thing."

## HIGH TECH/HIGH TOUCH

"Employees are being sheared of their wool without being hummed to," says Bob Gaylor as he compares employees of the '80s in the midst of high technology with unhappy sheep who are getting their wool sheared by machines without the warm touch and soft sound of a shepherd. The high tech/high touch phenomenon was examined by Bob Gaylor, management development specialist, United Services Automotive Association (USAA). With new technology (i.e., computers, phone systems, fax machines) constantly bombarding the workforce, employees are reaching for "a personal statement, either verbal or nonverbal—an expression of feeling important, proud and recognized, interaction—high touch," says Gaylor.

"High tech takes away high touch," says Gaylor.
"The more high tech you introduce, the greater the need for high touch balance because if you don't, you will have employees that feel like high-tech gadgetry." To avoid morale problems, absences and high turnover, balance high tech with high touch.

To create this balance, it is important to understand "for every high tech item that comes into our lives, we do one of three things with it:

## s s i o n N o t e s

- We use it to get high touch.
- We use it as a high touch balance.
- We reject it."

As an example of a high tech device being used for high touch, Gaylor discussed the airplane. We use the technology of flight to get the high touch of family reunions, seminars, and warm vacation destinations. The telephone answering machine was referred to as an example of an often rejected high tech (seven out of 10 people hang up).

In terms of health and fitness, Gaylor says people are more aware of the technical terms such as cholesterol levels, triglycerides and fiber than they have ever been before. To balance this, "people are high-touching their bodies" by watching what they eat, going to saunas, taking vitamins and exercising.

To balance chemotherapy, dialysis, and triple bypasses used to prolong life, the hospice movement has evolved, offering "dignity to dying." "Pets and children are being allowed in homes for the elderly," reported Gaylor. After 10 minutes a day petting a dog, studies show that the elderly eat and sleep better, Gaylor said. One nursing home practiced a "four hugs a day" program. "Four hugs a day will keep you from having heart problems," announced Gaylor.

Many companies are already taking an approach to balancing high tech with high touch by offering the following:

- Clean, attractive workplace
- Convenient facilities like a microwave oven, a picnic bench outdoors, mail drop and a pay phone
- Employee Assistance Programs
- Quality circles
- Grievance avenues
- Counselors
- Fitness centers
- Contests
- Organized sports

Also, some companies are evaluating their high rank privileges to see if they have become an unnecessary division between employees.

High-touch management involves:

- personalized leadership
- emphasis on teamwork
- realistic evaluations
- offering stress management techniques
- career counseling
- expressions of importance to your employees.

Gaylor believes that if your company is offering the above items, it will be successful. He also suggests:

- Deliver more than you promised.
- Focus everyone's efforts on the customer (it may be an employee).
- Treat all customers like lifetime customers.
- Reward everyone who rewards the customer.

 Make good service the rule rather than the exception and start by treating employees with high touch."



**Susan Pecuch** 

Jeanne Robertson

## THE ART OF SERVICE

It was finally revealed . . . the inside story behind the Disney approach to quality service. Susan Pecuch, Walt Disney World Company, Lake Buena Vista, vivaciously discussed adding "magic" to the service her company provides to over 24 million guests each year and how important it is that the same level of quality service be extended to the 20,000 employees who make up the Disney cast. In her entertaining presentation, Pecuch explained the key elements of the "Model of Service Magic" and how these elements must interact in order to provide the "Disney touch" to guest service.

The Disney "Model of Service Magic," comprised of four questions, can be related to Employee Services and Recreation:

Our Theme:

What do we want to tell our guests about what to expect from our organization?

In an ES&R situation, it is important to develop a theme for all of your activities and services based on what you want to provide your employees (i.e. quality family activities).

**Our Setting:** 

What do we do so that our environment is conducive to providing quality?

Pecuch suggested that attendees maintain a workplace in which employees enjoy going to every weekday (i.e., clean and pleasantly decorated). Our Delivery:

How do we as cast members (Disney personnel) translate our theme into our day-to-day interaction with our guests? Those administering employee services should be trained to deliver their services to employees as courteously as they would to special company guests. Be sure that every interaction with employees follows your theme.

**Our Guests:** 

How do we know that what we are doing is what our guests want or expect?

It is vital to view employees as guests. Take the time to find out what services they want and how they expect to be treated. Then, provide your guests what they desire in a manner that they expect to be treated.

This noteworthy presentation, given by a speaker who captivated the audience through visuals and group involvement, gave attendees the opportunity to see and hear how Disney maintains consistency in providing quality service to the guests onstage and employees backstage.

## DON'T TRY TO CHANGE WHAT YOU CAN'T

This session was a smash hit lead by Jeanne Robertson, who turned what may have been a drawback (her 6'2" height) into one of her greatest advantages when she became Miss North Carolina in the mid 60's. Revealing personal experiences, Jeanne Robertson humorously illustrated the following points of using humor in a business setting:

- Be able to laugh at yourself.
- Accept things you cannot change about yourself.
- See the humor in stressful, tense situations and make the most of them.
- Be secure enough to have people laugh at you.

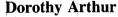
"I believe very strongly that humor is a powerful tool in helping us live through what could be unpleasantries in life. It will work in most situations and is an excellent form of therapy."

By incorporating the audience as participants in her presentation, she taught them to laugh at themselves. She entertained the crowd while she presented useful information that applies to daily living.

## MARKETING YOUR RECREATION PROGRAM

"Repetition is the Mother of Retention," was the key message in the session on promoting recreation and health







Roberta Cox

programs led by Dorothy Arthur, vice president, Imprimatur, Inc., a communications consulting firm.

Aimed at beginners and "multi-hatters," the session emphasized cost-effective, time-saving techniques in the use of print and audio/visual materials. Handouts summarized the "paper route" which included a variety of communication through print media. Arthur also discussed the following examples of effective print media: flyers, newsletters, bulletin boards, desk-drop notices and even bumper stickers. ES&R professionals may wish to use audio/visual promotions such as close circuit TV, slide presentations, and on-site video programs. The impact of stunts, slogans, and participation in on-site and community events was also part of the discussion.

Continuous communication is required to motivate participation in on-going as well as new programs. One important suggestion Arthur offers is to recognize the usefulness of networking or exchanging information on promotion techniques among NESRA members. The value of hands-on experience can be shared among those promoting employee services and recreation programs.

The session ended with a lively discussion among the delegates who were willing to share experiences regarding specific communication techniques, especially those they learned the hard way—the aspects of the program they would do "differently the next time."

## AIDS IN THE WORKPLACE

Roberta Cox, infection control manager at the Orlando Regional Medical Center, presented attendees with facts about AIDS and offered tips for dealing with the disease at the workplace.

The session began with a definition of HIV as the human immune virus which causes AIDS. There are 1.5 million people who have antibodies positive with HIV.

These are people who are carrying the virus without feeling ill.

"In 1987 there were 23,000 cases of AIDS and it was predicted that by the year 1991, there would be 74,000 cases with 54,000 deaths." However, AIDS is spreading "from the west to the midwest" at a much more rapid pace than expected. Figures released on "April 15, 1988 show that there are already 56,000 cases of AIDS."

Attendees were informed of the facts about the disease and the effect it will have on the workforce.

"There are antibody spreads going on in the college stage, so you will have your new employees coming out of college that are possibly antibody positive. Industry will be greatly affected by the years of employee potential life loss before years of 65." Younger workers will be lost to this disease.

"ES&R professionals will have to become knowledgeable" about AIDS. Educating employees will be vital since people are very fearful of the disease.

Cox also presented a video, "Epidemic of Fear: AIDS in the Workplace," available to employers from the Public Health Service. It suggests that workplaces should:

- Educate all employees to make them feel comfortable and secure. Use medical experts as speakers and other knowledgeable resources. "Start educating employees now—it takes at least five sessions of giving information and answering questions for it to sink in."
- Offer as much emotional and financial support to employees with AIDS as would be given to any other employee with a life-threatening disease.

Employers should be aware of federal laws on the issue:

- "If your organization receives any federal monies, be aware that you can be sued for discrimination and also under the retirement income security act."
- "A person with AIDS is considered physically disabled so he or she cannot be fired." Instead, the employer should move an antibody positive person into a low-risk area.
- An employer must be careful when dealing with the confidentiality of revealing that a person is antibody positive to insurance companies since it could jeopardize their coverage. (On the other hand, employers can be sued by employees for not warning those exposed to the antibody positive person.)

It is important for employers to keep abreast of state laws addressing AIDS. "When dealing with this issue, check them often, they are constantly changing." Some states are holding people liable for spreading the disease if they know they are antibody positive and they know they have AIDS but they continue sexual or intravenous contact. Companies should beware that in this case, "people may choose not to be tested because at this point, ignorance would be bliss."

Workplaces are advised to evaluate their health care system and to get one that will protect their employees. Employers must recognize the urgency to "become

knowledgeable now because once you have an employee who has AIDS—all of a sudden, you'll have panic."



Betty Atchison (left), Don Schneider, Tamra Torres

### **SELLING TO THE NESRA MARKET**

Providing an opportunity for feedback, three NESRA professionals representing the discount, travel and fitness components of membership shared expectations, compliments and suggestions to an audience of NESRA associate members. After all three presentations, the floor was opened for questions.

Don Schneider, employee services manager at Western-Southern Life, responsible for offering discount programs to 2,000 employees, explained how he runs his discount program and how associate members can serve him best.

To familiarize associates with his routine, Schneider explained that his buying habits usually entail buying small amounts of a product frequently. Schneider usually recommends what to purchase and his purchasing department does the actual buying. (In most NESRA companies, the employee activities organizations do the actual purchasing.) Schneider made the following suggestions to associate members:

- Present members with discounts that they cannot get anywhere else. The employees need to know that the company cares about them.
  - Offer items on a consignment basis.
- Find out who you should deal with when selling your product (i.e., the purchasing department or ES&R people).
- Realize that many NESRA companies operate on a budget and sales may not occur overnight.
- Supply recommendations from companies similar to ours, who have used your product/service.
- Offer promotional materials to promote your discount.

"Associates should come and see us. We'd like to use you. Our bottom line is to make our employees feel special by giving them something they can't get somewhere else."

#### TRAVEL

Betty Atchison, CESRA, activities director of the Warsaw division of R. R. Donnelly, spoke on behalf of NESRA members dealing with employee travel.

Atchison says that she often refers to her NESRA Peer Network Directory and NESRA Buyer's Guide to find leads.

She has observed that Europe is very popular among her employees and that they prefer to travel in groups to destinations with a language barrier.

Although group travel is popular in her company, she suggests that associate members offer an off-the-top discount on hotels, and other travel arrangements to companies where employees travel independently. It is important for NESRA associates to discover which method a company uses upon contact.

Atchison expects:

- An agent to offer "the best deal around, but it should also allow you to make money and stay in business."
- Bids be submitted on a timely basis providing detailed flight information and grade hotel information.
- An honest two-way relationship.

#### **FITNESS**

Tamra Torres, CESRA, manager of employee services, recreation and fitness at the Lewisville Texins Association, shared her experiences working with vendors:

- Associates are helpful when they offer guidance on what fitness equipment is necessary for a fitness center and what equipment is used most.
- Associate members who recognize ES&R managers' knowledge of fitness and health are appreciated. NESRA members will not buy gimmicks.
- Associates should not assume that every large company also has large fitness facilities and resources. Ask about each situation. Many times facilities are small and members don't always have a solid commitment from companies.

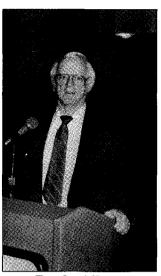
### PROGRAMMING FOR ES&R

Jacqueline Parker, first vice-president, Association of Corporate Employee Services Specialists, redefined the role of the ES&R professional and provided tips on how to create programs which will improve employee morale and create corporate culture.

Parker emphasized that ES&R professionals should not view themselves as "simply in the business of providing discount tickets and organizing picnics," but of "being in the business of influencing and even establishing corporate culture and improving morale and hence, improving productivity."

"While there is no evidence that happy employees are more productive, there is evidence that unhappy workers





Jacqueline Parker

**Doyle Allen** 

are less productive. Given these facts to be valid, one can conclude that one of the linchpins in steady productivity is high employee morale."

ES&R professionals have "control" over boosting morale "by helping employees spend their leisure time in ways that are meaningful to them and even to their organization."

Parker discussed the predictions that the future will bring a decrease in the workweek and the continuation of women in the workforce. "Given that the demand on Mom's time is greater than ever before, the availability of quality, family activities at the workplace, discounted or not, may mean the difference between doing them or not."

Parker says that the best way to promote these programs is to:

- "Incorporate a unifying metaphor," one image that conjures up many pleasant images (i.e. team, family). Use a metaphor which appeals to people's need to belong.
- Make some events a tradition because "people take comfort in traditions."
- "Develop a logo for your group or use your company logo on promotional items" as an identifying symbol.

### **COMPUTERS IN RECREATION**

This session was very helpful to recreation managers with little computer experience. Doyle Allen, director of recreation, Camden/Kershaw County, South Carolina, presented justification for purchasing a computer and considerations regarding all necessary hardware.

When deciding whether or not to purchase a computer people should remember, "choosing the system is comparable to hiring an employee. There must be some financial justifications. If the system is going to pay for itself or 'earn its keep,' there should be some foreknowledge that certain benefits to the department will

be accrued" (i.e., will it save time? will it free up staff members to perform other tasks?). Allen believes, "more information properly analyzed leads to better programming for the department."

He then talked his audience through all the necessary decisions from whether or not to buy a computer, to what other hardware is necessary, and offered the following suggestions:

- Use hard disk drives for medium to large size departments. All disks should be double-sided and IBM compatible.
- Use green rather than amber monochrome monitor on video display terminals because this color monitor has high resolution.
- Choose your printer based on what quality you desire. Choose one with "near-letter quality for professional documents and correspondence. "In most cases, a high quality dot matrix printer with letter quality mode will suffice."

To prevent difficulties when working with computers Allen suggests:

- Never allow a printer to be on the same table the computer is located. This is especially true if a hard disk is installed. A printer stand is a very good investment." The vibrations from printer could cause read-write problems on the disk drives.
- A static-free room should house the computer system. Static electricity can play havoc with the system. Also, a dedicated electric circuit should be installed.
- A tape backup system should be used if there are a lot of data being messaged. To back up a hard disk of any size is very time consuming and is software dependent. These tape systems stream data to the tape reel at a high rate of speed and have a vast amount of storage.

Allen also explained that hardware can be connected to produce data, registration, statistics for league play, league scheduling, vehicle maintenance, accounting, roster control of all types and it can be used by four people simultaneously.

## TRENDS IN FITNESS

"Company emphasis on fitness should be adjusted to encompass overall wellness promotion," suggests Dr. Bruce Karrh, vice president, safety, health and environmental affairs, E. I. DuPont de Nemours and Company, Inc., who discussed these prevalent trends in fitness:

- Polls continue to show that our potential audience generally is more concerned about health in theory, but the same polls also show that Americans are not doing a great deal to effectively change either their lifestyles or their practices.
- Other studies show Americans have made major changes in their diets to prevent heart disease, but when those same people are questioned about their daily





**Bruce Karrh** 

**Eloise Hope** 

Staged as a session on legislative issues, Eloise Hope's entertaining "double-talk" had attendees listen intently until laughter filled the room.

menus, the majority reveal that they really haven't made meaningful improvements.

• The overall poor physical fitness level of American youth continue to be an important national public concern.

Based on these findings, Karrh adds, "The only good fitness programs are ones that our clients will adhere to in the long run and for the long term."

To meet the needs of Americans today, Karrh suggests that ES&R professionals strive to promote a broad approach to the problem of human wellness where exercise is just one component." He adds, "We need to recognize and reward a wide variety of conditioning programs that apply to a variety of tastes and schedules." Companies should also offer stress management, weight control and substance abuse programs.

Speaking from his experience at E. I. DuPont, Karrh believes changes should be made "by evolution, not revolution." He also said that creating such a holistic program has brought a significant change for the better in employee relations.

To encourage overall wellness programs:

- Make additional offerings for physical examinations
- Provide guidance for those people who want to improve their health, but do not know how to do so.
- Add health-risk appraisals to physical exams or even separate from the exams.
- Offer cholesterol tests and tips on how to make healthy changes in their daily habits (diet, alcohol avoidance, smoking cessation)
- If you cannot create a "chrome palace," or fitness center, arrange a co-pay commitment with YMCAs and other community fitness facilities.
- Encourage families to join fitness centers, it creates a stronger commitment.
- Provide or direct employees to walking/jogging routes.
- Convert unused conference rooms to aerobic exercise rooms.

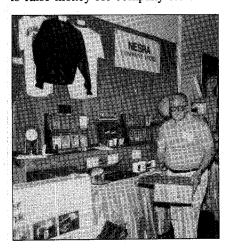
## A WALK THROUGH

## Recapping some of the products and services displayed

American Brochure Distributing Company displayed free brochure racks and brochures containing information about resorts, ski trips and other recreational activities for display at companies with lounge, recreation and lunch room areas.



LSB Co. Inc., featured name brand and designer name closeouts and corporate customized wear on items such as Ann Klein ladies wallets, Pierre Cardin tote bags, Shays calculators and corporate customized Teddy bears wearing the corporate logo T-shirts. NESRA members were offered merchandise without any minimums and prices at 40 to 60 percent below wholesale, enabling corporations an opportunity to raise money for company stores.





Johnson Leisure Incentives, producers of quality products for leisure activities such as fishing, camping, bicycling and canoeing, offered NESRA delegates information on time-saving, convenient shopping with discount prices. Exhibitors explained that these items can be drop shipped to homes or delivered bulk to factories.



Universal Studios Tour highlighted their 4.5 acre expansion and the "live" Star Trek Adventure as well as their Fan Club program. The Fan Club cards offering discounts to all NESRA members were also distributed.

Featuring knit-in corporate logoed socks, headbands and waistbands, Top Sox offered artwork at no charge and free set-up for NESRA members. Additional items provided for the particular company's employee teams, leagues, insurance programs and fitness programs were also on display.



Days Inn Hotels, owned by Commercial Management, distributed information on their incentive program and discounted room rate for NESRA employees.



## THE EXHIBIT HALL





AIT Inc., featured low priced travel packages to such places as Bermuda, Germany, Munich and Switzerland. As a wholesaler, AIT is able to offer prices lower than a travel agent's.



Velva Sheen Manufacturing Co., producers of custom-imprinted sportswear, displayed items for sale in company stores and sportswear for wellness programs. Delegates discovered that these items can also be used as great giveaways for meetings or company picnics.



Central Florida Resorts featured year round discounted hotel rates from 25 percent and up on all moderately priced hotels in the Walt Disney World area to NESRA members.



Seabrook Island offered NESRA members a discount on personal vacations or employees group outings at their Seabrook Island Resort. The exhibitor described luxury villa accommodations, a variety of dining, lounges, beach, golf, tennis, deep sea fishing, bicycles, horseback rides, family and children programs, pools and tours of historic Charleston.



Busch Gardens featured its passport club discount program. In addition to distributing discount cards to employees, purchase tickets at a discounted rate for company stores were also offered. Mayfair Suites Hotel featured their Weekender Club program which enables employee and recreation managers to offer discounted hotel and special rates to employees.

Cawley Engravable Gifts displayed its identification badges, name badges, plaques, awards, signs, engravable gifts, thermal engraving machine, and signs for facilities, offices and special uses. NESRA delegates became more aware of ways to recognize the achievement and service of their employees.



American Bowling Congress, (ABC), a voluntary membership organization for 3.5 million bowlers, offered NESRA member employees the benefit of all ABC services upon joining.



## new members

## **WELCOME!**

A-Pro Temporaries, Inc. Chicago, IL

Abbott Laboratories North Chicago, IL

A.E.P. Fuel Supply Lancaster, OH

Ampex Corp. Redwood City, CA

Applied Research Laboratories Valencia, CA

Arete Systems San Jose, CA

Aviall Inc. Burbank, CA

Bath Iron Works Bath, ME

Beacon Insurance Co. Westerville, OH

Boeing Computer Support Services, Inc., Sub-The Boeing Co. Reston, VA

Brainard Rivet Div. Townsend/Textron Gerard, OH

Bronx-Lebanon Hospital Bronx, NY

Buckeye Assoc. of School Admin. Westerville, OH

Bureau of Public Debt Employee Welfare and Recreation Assoc. Washington, DC

Camp Dresser and McKee Boston, MA

Cartland Savings and Banking Cartland, OH

Central Ohio Transit Authority Columbus, OH

Cincom Systems, Inc. Cincinnati, OH

City of Columbus Employees Assoc. Lockbourne, OH

Clark-O'Neill Fisher-Stevens Fairview, NJ

Coca-Cola Foods Houston, TX

Compaq Computer Co. Houston, TX

Contel Federal Systems Fairfax, VA

Deutsch Metal Components Gardena, CA

Distribution Centers of Columbus, Inc. Columbus, OH

Drexel Burnham Lambert New York, NY

Elmo Semiconductor E.E.R.O. Burbank, CA

Environmental Protection Agency Employee Recreation Assoc. Washington, D.C.

Federal Communication Commission Recreation Assoc. Laurel. MD

Ferranti Controls Houston, TX

Foothill Employees F.C.U. Arcadia, CA

Franklin Properties-Holiday Inn Tysons Corner McLean, VA

Franklin University Columbus, OH

Freddie Mac-Federal Home Loan Mortgage Corp. Reston, VA

G. E. Superabrasives Worthington, OH

Gannett Rochester Newspapers Rochester, NY

Gates Energy Products Gainesville, FL

Gemological Institute of America Santa Monica, CA

General Services Employees Assoc. Washington, DC

Gould Semiconductor Santa Clara, CA

H.B.K. Management Consultants Mt. Prospect, IL

Hewlett-Packard Palo Alto, CA

Hexcel Corp. Lancaster, OH

ITT Aerospace Controls Burbank, CA

Inland Steel (Inland Athletic Assn.) E. Chicago, IN

JC Penney Catalog Distribution Columbus, OH

Kaiser Hospital, KPMC Club Santa Clara, CA

Kemper Financial Chicago, IL

L. A. United School Dist. Emp. Assn. Los Angeles, CA

Lennox Industries, Inc. Columbus, OH

Lincoln Savings and Loan Richmond, VA

Louver Drape-Valencia Valencia, CA

Martin Co. Columbus, OH

Mastercard New York, NY

Maxtec International Corp. Chicago, IL

Maxtor Corp. San Jose, CA

Metal Forge Co. Columbus, OH

Methodist Hospital Houston, TX

Methodist Medical Center Peoria, IL

Monroe Litho, Inc. Rochester, NY

Mutual Life Insurance Co. of New York

New York, NY

Mutual Life of Canada Waterloo, Ontario

Narda Western Operations/Freq. San Jose, CA

National Broadcasting Co. Burbank, CA

National Emergency Training Center Recreation Assoc. Emmitsburg, MD

Newark Developmental DSO Newark, NJ

OCSEA Dept. of Health, Local 11 Columbus, OH

Ocean Technology, Inc. Burbank, CA

Precision Monolithics, Inc. Santa Clara, CA

Prudential Bache Securities New York, NY

R. E. Harrington Westerville, OH

R. G. Barry Corp. Pickerington, OH

Randtron Systems Menlo Park, CA

Rochester Institute of Technology Rochester, NY

Rockwell International Houston, TX

Sea Palms Resort St. Simons Island, GA

Seabreeze Park Rochester, NY

Second National Bank of Warren Warren, OH

Software Productivity Consortium Reston, VA

Soo Line Railroad Co. Franklin Park, IL

Sterling Software Legal Information Services Rockville, MD

Strategic Decisions Group Menlo Park, CA

Sun Microsystems, Inc. Mountain View, CA



## fitness/health update

# Session Review: Implementing a No-Smoking Policy

by Tamra Torres, CESRA

you can't pick up a newspaper or watch the news without seeing something about the negative effects smoking has on health. The trend these days is to place restrictions on where people can smoke, and most states have laws currently in place restricting smoking in public and other places. What does this mean for the workplace? Many companies are implementing (or have implemented) policies to comply with state laws. Others are acknowledging nonsmoking as the norm, and prohibiting smoking anywhere on company premises. Your company may be leaning toward a policy regarding no smoking, but where do you start?

At the 1988 conference, a continuing education seminar was held on "Implementing a No-Smoking Policy In the Workplace." Delegates learned the ins and outs of planning and implementing such a policy. Richard Brown of the Dallas Texins Association of Texas Instruments (TI) led the session that focused on the steps involved in developing a plan and proposal, and putting that plan into place. This article's intent is to summarize the information presented at that seminar.

In 1964, the Surgeon General's warning message was required to be printed on every pack of cigarettes sold in the United States. The number of adult smokers has declined since that time (an estimated 27 percent of adult Americans smoke). In May of 1984, C. Everett Koop, the U.S. Surgeon General, said, ". . . we should look to the year 2000 for the creation of a

smoke-free society . . . such a goal is necessary, timely and attainable. The business executive knows there is more than \$50 billion a year saved in hospital costs and production losses by achieving a smoke-free society, not to mention over 300,000 premature deaths to be avoided and years upon years of suffering from disabling diseases." A powerful message to say the least. Much information is available from the American Cancer Society (ACS) on the hazards of smoking, and I encourage you to obtain information from your local ACS chapter to read the latest statistics and information. The bottom line is that smoking is considered to be the single mostpreventable health hazard of the 80s.

As the smoking population has decreased, the demand for clean air for nonsmokers has increased. Recent studies on the effects of passive smoke on nonsmokers has increased the demands of employees for companies to provide a safe and healthful work environment, and thus the creation of company policies that address this issue.

If your company is looking at implementing such a policy, there are a number of steps that have proven successful in making it work:

- 1. Designate a project or task force coordinator. A key person should be assigned to the development of the policy.
- 2. Gather existing information. By obtaining information from the American Cancer Society and the American Lung Association you can begin to build your case for such a policy. These organizations have statistics for management as well as excellent educational materials to

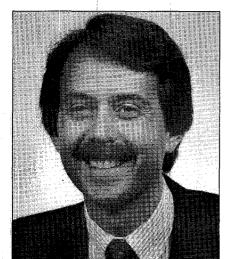
share with your employees.

- 3. Gather new information regarding employee smoking practices and attitudes. A survey of your employees is the easiest way to gain information on how they feel about smoking in the workplace. At the seminar, examples of the Texas Instruments' survey and a sample from the American Lung Association's "Freedom From Smoking" packet were presented. The focus of the survey should be either fact finding or to request the opinion of each employee or a combination of both.
- 4. Form a task force or planning committee. Include employees from all levels and both smokers and nonsmokers. This group will assist the lead person in developing recommendations. The input and participation from this committee can give important insight into potential barriers and/or problems in a particular group/area.
- 5. Obtain management support. Top level managers must be convinced that the policy is a positive step and must be willing to back it. Meetings must also be held with all levels of management to get their assistance and cooperation in implementing the policy. Gaining support of union groups when necessary is also a key to the success of the policy.
- 6. Develop an employee communications plan. A letter from top management along with a copy of the policy should be prepared well in advance of the policy's effective date. Presentations at department or staff meetings and articles in company newsletters are also

Continued on pg. 41

## viewpoint

## How can employee services programs remain competitive?



by Scott R. Baker, CESRA

"Before it becomes a necessity, we must adopt a "shared cost" philosophy and guard against the possibility of future reduction in service levels."

he role of Employee Services within the business/workplace environment has changed dramatically in the past ten years. We are no longer simply the organization within the company that administers the athletic leagues or company teams, hosts the company picnic and Christmas party and provides discount tickets.

As the needs of our employees have grown and the leisure opportunities around us have changed, our organizations have met the challenges and provided or made available those services which touch all the employees we serve.

Our organizations are now responsible for physical fitness and wellness programs; pre-retirement, counseling and retiree programs; services and merchandise discounts; education and training programs; cafeteria services, and a vast array of recreational opportunities for all employees and family members.

Within our own company, we have become an integral force in one of the largest industries in the world—Recreation and Leisure Services. The opportunities that can be taken advantage of are vast, and the services we'll be providing in the future are endless.

Although we have met and will successfully continue to meet the challenges that face us on a service level, we are constantly faced with the stark reality that corporations must do business in today's environment differently. Many of us have experienced this process: cost cutting, reductions in force (voluntary and involuntary), early retirements, mergers, etc. Our corporations are being forced to compete in a marketplace that stresses cost-effective spending, increased productivity, decreased health-care costs, ROI/ROA and are determined to make quality an ongoing process and a number one priority.

No department or organization will be exempt from the scrutiny of the corporation's goals to become competitive in the marketplace.

Employee services organizations, as a basic cost center, will continue to be asked to justify their spending and manpower levels and, like other organizations, reduce their costs and possibly manpower. This challenge, like that of meeting the ever changing needs of our employees, must be met today by the employee services manager.

Like the corporations for which we

work, the employee services manager must begin to do business differently, today. We have to realize that we will to be asked to do more, and may have to do so with fewer people at less cost. We manage an organization within a business, and like our counterparts in other fields within the company, must begin to contribute to the basic goals of the corporation. Can we operate/manage our organizations today like we would operate and manage it, if it were our own business? What must we do today, and where should we realistically position ourselves tomorrow?

The changes we have been asked to make in our organizations have been difficult, yet, this new environment we are operating within provides today's employee services manager with a unique opportunity.

Employee services, as we know it and as our employees view it, is a benefit. Today, not unlike other benefit programs available to them, the employees we serve must begin to assume a portion of the *cost* for our services. Each service we provide has a direct fixed cost associated with it, as well as an individual assigned to administer or provide the service. As our budgets and manpower levels have been reduced, it has become increasingly more difficult to maintain our levels of service.

Before it becomes a necessity, we must adopt a "shared cost" philosophy and guard against the possibility of a reduction in service levels in the future. This philosophy is not a new concept. Through the formation of an employee association, this philosophy can be developed and the opportunity for maintaining service levels and opportunities for growth can be realized. The employee services manager with an employee association can manage a business

within a business.

We cannot provide every service available, nor can we afford to. Now, more than ever before, we must conduct benchmarking studies of services provided as well as services available. Employees need to become more involved in what we make available to them, through advisory boards, employee involvement teams, etc. Using these resources will enable our organization to direct efforts to those services which can be provided at the highest quality to meet our customers' needs. We can no longer afford to duplicate quality services that are already available within the community. Instead, we must begin to serve as a resource center to inform the employees of these services and how they can take advantage of them.

Employee services is a cash business, and how we handle those

fees and charges in the future, may also make the difference in maintaining service levels during reductions. Through an employee association, we can manage these funds like a business. The fees collected should not only cover the direct cost or program cost, but have built into them the cost of providing the service (administrative cost). Although our goal is to provide high quality cost-effective services, there is room and a need to become more profit oriented. We cannot provide a service to lose money or at best. break even, and we cannot expect the corporation will be there to assist financially when the need arises. Their support is important, but we must operate more like a business and become more self sufficient.

Our customers, the employees, are accustomed to purchasing their leisure services, and they budget and spend their leisure dollars wisely.

Our expertise lies in making these services available at a lower cost, yet maintaining the quality they expect. The savings we provide the employee is important to them and should be emphasized to the corporation. Their shared cost is an investment in our organization, the savings they realize because it only serves to strengthen their support for us. With a business approach to employee services, we can operate and grow within the new business environment. Yet, we have to begin to plan now and be prepared to maintain the organization should the corporation implement manpower and budget reductions. We can do more with fewer resources with a system in place like an employee association.

Scott R. Baker, CESRA, NESRA vice president of finance and treasurer, is manager, administrative and employee services Xerox Corporation, Rochester, New York.

## fitness/health update

important. Use of flyers and paycheck stuffers are also effective means for communicating the policy.

- 7. Consider offering smoking cessation programs or classes. This was an important part of the policy adopted at TI. Employees who wished to take a smoking cessation class the first six months after the policy was implemented, could do so at work with no charge for company time. This offered a great incentive for those who desired to quit. Other companies offer similar incentives, and many require the employee to put his/her money up front for the classes, and then get reimbursed upon completion.
- 8. Create a timeline for implementation. This will help you keep on track as you move toward your policy's effective date. Planned periodic updates to employees and positive publicity is important.
- 9. Evaluate your policy. To find out how well-received your policy is, it is a good idea to do a follow-up survey with employees 1–2 months after implementation. Ask their opinion on how they felt the

implementation process went, what problems they have seen, and their overall attitude toward the policy. After receiving this feedback, you may decide on a different direction for the policy.

Now you know the basic steps involved in preparing and implementing a policy, but what kind of policy will you implement? Three types of policies are common in companies today:

- 1. Comprehensive policies: These are policies in which the key statement is: "No smoking anywhere indoors except in designated areas." These policies also don't allow smoking in shared work areas and most restrict it in private offices.
- 2. **Total Ban:** These policies do not allow smoking anywhere in company buildings. This is usually phased in after a comprehensive policy is put into place. Such was the case at Honeywell. Other companies implementing a total ban include USG and Pacific Northwest Bell.
- 3. Accommodation Policies: These policies attempt to rearrange work areas to keep smokers and

nonsmokers separated.

Accommodation policies usually include a statement such as "If satisfactory accommodations cannot be attained, the preference of the nonsmoker will prevail. Policies such as these are in place at IBM, Boeing, and Sentry Insurance.

Brown shared many pros and cons for each of these policies and each is appropriate in different situations.

The ultimate goal of any nosmoking policy is to create a clean and healthy environment for all employees. Successful policies are being implemented all over the country, and hopefully you can use the information provided in this article to continue this trend at your own company.

For more information, contact Dick Brown, Texins Association, Dallas, Texas, 214-995-2396.



Tamra Torres, CESRA, NESRA vice president of fitness and health, is manager of employee services, recreation and fitness at Texas Instruments, Inc., Lewisville, Texas.

## new products/services

## Athletic/Recreational Catalog Available



Sydney Laner & Company, a premier supplier for the recreation and sports industries, announces the availability of its 1988 wholesale catalog of name brand games, athletic supplies and recreation fitness equipment.

The catalog features a vast selection of games for all ages, playing abilities and attention spans. Table tennis supplies and equipment, bumper tables and accessories, dart boards, billiard tables and supplies, puzzles, card games, playing cards, wood table games, bingo equipment, badminton and shuffleboard supplies are available.

Laner's athletic supplies include equipment for swimming, physical fitness, hockey, game balls, game standards, nets, basketball goals and nets and a large selection of physical fitness equipment including treadmills, exercise bikes and rowing machines. Equipment for archery, baseball, softball, and gymnastics in addition to trainers supplies are also available.

For more information, contact Sydney Laner & Company, 5315 N. Lincoln Ave., Chicago, IL 60625, 312-989-4500 or 800-526-1300.

## **Power Steps 150**

Treco Products, Inc., introduces the compact Power Steps 150, a cardiovascular training system.

The Power Steps 150 provides op-

timum aerobic efficiency while safely achieving a rise in heart rate and oxygen consumption.

These are 28 programmed workouts to choose from with a variable range of intensities for all ages or levels of fitness.

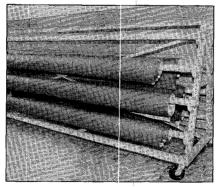
The Power Steps 150 provides instant user feedback, and it displays climbing speed in feet per minute, total fleet climbed, level of intensity, calories burned, and exercise remaining. The disappearing rungs gently lower the user's feet directly onto the floor at the end of the workout.

Climbing on the Power Steps 150 can be performed aerobically or anaerobically or in combination for interval training.

For more information, contact Treco Products, Inc., 11846 Tug Boat Lane, Newport News, VI 23606, (800) 368-2224, (804) 873-1177.

## Storage Rack Offered

Covermaster introduces a gym floor cover storage rack to store and handle gym floor covers.

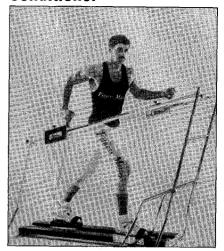


The covers are available as 6- and 8-roller racks. Each roller is designed to hold a section 200 feet long and be cranked off the rack onto a cover section and cranked back up easily.

The portable handle is cranked by individual roller bearings. With the rollers remaining on the rack, there is no need for heavy lifting. The end of each cover section is attached to its roller with the use of metal clips.

For more information, contact Covermaster Inc., 100 Westmore Dr. Unit 11-D, Rexdale, ONT M9V 5C3, (800) 387-5808, (416) 745-1811.

## "VISTA" Aerobic Conditioner



Fitness Master introduces the "VISTA" Aerobic Conditioner designed for use in corporate fitness centers. This unit offers a safe, effective cardiovascular workout with minimal instruction.

The anodized aluminum base comes in standard black, or four other colors (blue, red, gold or bronze) for custom installations.

The new "VISTA" features two-way resistance with movable hand carriages for upper body exercise. And for lower body exercise, "VISTA" adjustable calibrated resistance (0–480 lbs.) is available.

For more information, contact Fitness Master, Inc., 1260 Park Road, Chanhassen, MN 55317, (612) 474-0992, (800) 328-8995.

## **Drawer Insert Units Available**

Penco Products introduces Drawer Insert Units for storing small parts.

Available in gray, the drawer inserts are self-contained units designed to be used with 12 or 18 inch deep shelving units. Each drawer face is designed with a sturdy integral handle and built in  $1 \times 3$  inch label holder.

Drawers are supplied with two dividers; however, additional dividers are available for all drawer units.

A complete line of shelving accessories is also available including shelf boxes, shelving doors, support brackets, label holders, shelf dividers, sliding and angle dividers.

For more information, contact Drawer Inserts, Penco Products, Brower Avenue, Oaks, PA 19456, (800) 562-1000.

## Toll Free Directory Offered

The American Institute for Preventive Medicine offers a booklet designed to answer health-related questions free of charge.

The HealthyLife Toll Free Number Directory is a 16-page booklet that lists over 125 health organization's toll-free numbers of national organizations which offer free health care, counseling, insurance or medical advice by the telephone.

The information is provided by over 125 health organizations, and the directory is designed to help individuals improve the quality of their lives and reduce health care costs.

For more information, contact the American Institute for Preventive Medicine, 19111 West Ten Mile Road, Suite 101, Southfield, MI 48075, 313-352-7666.

## Carpet styles for Active Spaces

Omega Carpet Mills offers a collection of carpet styles designed especially for aerobic, fitness and recreational centers.

The line incorporates a variety of styles and colors for each area having its own performance requirements.

The carpet styles can be designed for active spaces used for exercise, aerobics, or child care or in such areas as offices, lounges and meeting rooms. Omega Carpet Mills has special weights and cushion backings available.

A buy direct plan with no minimum

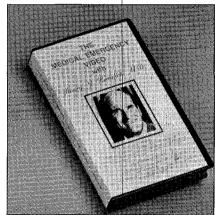


yardage requirements is offered to end users in the fitness market.

For more information, contact Omega Carpet Mills, P.O. Box 1446, Dalton, GA 30722, (800) 241-4908, (404) 226-2223.

## First Aid Video

School Health Supply Company in-



troduces the new Medical Emergency Video narrated by Dr. Henry Heimlich. The color VCR videotape provides complete information on how to recognize and react quickly to dangerous situations.

The 45-minute Medical Emergency Video features instructions and demonstrations on how to prevent medical emergencies, as well as how to treat them.

Topics covered in depth include: accidental poisoning, burns, bleeding, infection, fever and first aid kits.

Brief three-minute tips are also given on chemical burns, nosebleeds, black eyes, bee stings, poison ivy and animal bites.

Dr. Heimlich also demonstrates how to use the Heimlich Maneuver to rescue a choking adult, child or infant, as well as how to save yourself when choking.

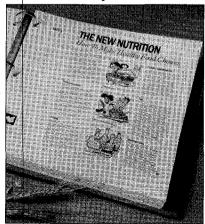
For more information, contact School Health Supply Company, 300 Lombard Road, Addison, IL 60101, (800) 323-1305, (312) 543-9216.

## Health and Safety Information Available

Parlay International introduces Kopy Kit, entitled, *Health and Wellness: Fitness and Nutrition*, with health and safety information suitable for company newsletters.

The 210-page volume is comprised of three sections: fitness, nutrition and general health. Each section contains about 30 full-page illustrated articles, a collection of half-page and quarterpage fillers, and clip-art. The ready-to-print pages are housed in a three-ring binder printed in six colors.

The health and safety information was prepared under guidance by physicians, exercise and nutrition experts, experienced health communicators, and health education specialists. A Board



of Advisors includes 10 well known experts from around the U.S. and Canada.

For more information, contact Parlay International, 4017 24th St., Suite 35, San Francisco, CA 94114, 414-647 2824.

## NESRA network

#### **REGION I**

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Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Service and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Ann Derhammer—(716) 288-6049.

#### **REGION II**

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\*Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

\*\*Cleveland Employee Services Association/ Cleveland, Ohio. Contact Mary Berges—(216) 368-4504.

Dayton Industrial Athletic Association/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511.

League of Federal Recreation Associations/ Washington, D.C. Trip Shriver—(202) 479-0089.

\*Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

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Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick—(602) 794-8248.

\*Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3494.

\*San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

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#### **CONFERENCES & EXHIBITS**

The 1989 NESRA Conference and Exhibit will be held May 3-7, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA headquarters—(312) 562-8130.

September 15-17, 1988. NESRA Region III Conference and Exhibit. Northfield Hilton Inn, Troy, Michigan. Contact Beverly Weiss—(313) 471-8654.

September 22-25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

November 3-5, 1988. NESRA Region II Conference and Exhibit. Holiday Inn, Independence Mall, Philadelphia, Pennsylvania. Contact Jim Alexander—(609) 547-8284.

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# EMPLOYEE SERVICES

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Member Price—\$20.00 Non-Member Price—\$30.00

## An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

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An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

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This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

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### Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

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## **Employee Services Management Magazine**

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This data based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

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A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

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A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

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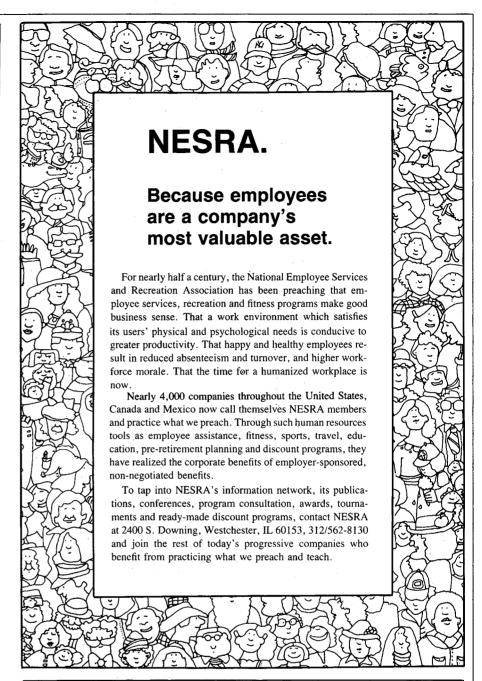
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services, recreation and

fitness programs are essential to effective human resources manage-

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## In this issue.

- Travel is the activity of the future. More and more people are taking advantage of the array of packages available to them through employee services and recreation programs. Turn to this months cover story, "Planning the Complete Travel Program," for tips that will help you begin or expand your own travel programs.
- Single parenting can result in absenteeism, low productivity and even costly errors at work. ES&R managers should be knowledgeable about the variety of assistance available to employees. Read "An Evolution: The Single Parent" to learn what programs can be implemented at your company.
- "Common goals and purposes bring together individual efforts." This description of teamwork is included in one successful company's statement of values. Turn to "Building The Corporate Team" to find out how teamwork has contributed significantly to making that company a major player in their marketplace without massive resources.
- What better place to hold NESRA's 48th Annual Conference and Exhibit than in the seventh largest city of the United States and in a city with one of the top five convention centers in the nation? Read "Dallas/Ft. Worth: So Fine in '89" for a look at the attractions available to fill your free time, the Grand Kempinski Hotel, and some of the facilities housed in the hosting chapter's member companies.
- Also in this issue, don't miss the ESM Bulletin which updates the success of Project Literacy U.S., and the Fitness Health Update which addresses prenatal fitness.

## Next issue

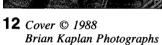
• SMALL/LARGE COMPANY PROGRAMMING: A COMPARISON ● JOY IN THE WORKPLACE ● INTRAPRENEURSHIP: MAKING IT HAPPEN

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Volume 31, No. 7











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# ESM bulletin

# Project Literacy U.S.

"Literacy is the key to unlocking the human resources crisis the United States faces between now and the year 2000," James E. Duffy said in the keynote address at the 40th annual convention of the American Society for Personnel Administration.

Mr. Duffy is president, communications for Capital Cities/ABC, Inc. and the ABC executive heading Project Literacy U.S. (PLUS), which his company conducts in partnership with the Public Broadcasting Service. PLUS, a nationwide public service campaign to help overcome illiteracy in America through public awareness and community outreach activities, is now in its third year.

Duffy cited research showing "a massive skills gap" between the constantly rising educational requirements of jobs and the language, math and reasoning abilities of young Americans entering the workforce. Of the 26 million new workers between now and the year 2000, 25 million will have to substantially upgrade their literacy skills in order to hold jobs, have a competent workforce, and keep the U.S. globally competitive.

Recognizing this problem, businesses and industries increasingly became involved in PLUS. Some companies recruited tutors, provided space for literacy classes and began workplace literacy programs, hence, joining community task force efforts. Over 300 community task forces were formed within the first year of the PLUS kick-off involving NESRA member companies and others in education, media, social services, government, volunteer organizations, religious groups and industry.

These task forces generated by the national media campaign strived to raise awareness about illiteracy and to promote community involvement. This campaign sought volunteers to offer services as tutors, and encouraged individuals in need of the services to seek them.

COSMOS Corporation conducted a study on the developmental experiences and activities of PLUS task forces to determine their effectiveness. The results indicate:

- By working with local print and broadcast media, PLUS task forces increased the public's recognition of illiteracy and enhanced the visibility of literacy service
- Representatives from education, business, labor, government, social services, religious organizations, and the media were encouraged to work together to fight illiteracy through task force's activities.
- As a result of the task force's recruitment efforts, an increased number of volunteers and adult learners participated in literacy services. The creation of a hotline and referral system for volunteers and learners served as a key component of the recruitment process.

Task forces were effective in recruiting volunteers and adult learners. However, in the first year, tutors outnumbered adult learners.

In addition to the efforts of volunteers, financial support from businesses, foundations, and state and local agencies also attributed to PLUS' progress. Some contributors gave donations to be used by the task forces at their discretion, while others specified the manner in which their donations should be used.

Additionally, task forces submitted proposals to foundations and other groups to generate funds. Creative donations and gratis services were also received. For example:

- In Macon, Georgia, a major newspaper raised \$1,500 for the task force by sponsoring a magic festival and by selling T-shirts and concessions.
- In Philadelphia, Pennsylvania, the Cigna Corporation funded the production of a catalog of service providers, updated quarterly.
- In Omaha, Nebraska, the local ABC affiliate donated four extra phone lines to serve the task force during September, 1986.

In addition to these contributions, other special events took place to raise awareness of illiteracy and to provide involvement in task force activities. Business breakfasts, banquets, read-a-thons and concerts are samples of such events. PLUS task force conveners also made presentations at monthly meetings of business and community service groups.

These events often made an astonishing impact on audiences. For example, a PLUS task force sponsored a panel of eight television and newspaper representatives at a PBS station in St. Louis. The audience, consisting of advertising professionals from local advertising agencies and members of the National Academy of Television Arts & Sciences (NATAS), was surprised to learn that many of the advertising messages they created for television are lost on one-quarter of their viewers, who cannot read the written messages that appear on the screen. These viewers only pick up the message they can hear or see.

With PLUS as the base, many other literacy programs such as funding programs, network development, and technical assistance projects sponsored by governmental groups, professional associations, foundations and special projects have developed.

As a national campaign promoting literacy, PLUS and all companies/organizations supporting it are gaining exposure from coast to coast. Many companies involved are reaping the benefits of favorable public relations and the ultimate goal—improved reading and writing skills among employees.

# news in brief

#### **Productive Day**

A recent survey reveals that Tuesday is regarded by many as the most productive day reports *USA Today*.

Of the personnel directors at 100 of USAs largest corporations polled, 53 percent selected Tuesday as "generally most productive."

Wednesday was next runner-up, chosen by 19 percent, followed by Thursday, chosen by 9 percent.

Monday and Friday are apparently least productive with Monday receiving 6 percent of the votes and Friday, 2 percent.

#### Surrogate Children

Adult children who can't or don't want to care for their elderly parents are hiring "surrogate children" to do so, reports the Wall Street Journal.

These surrogates can assess parents' condition, pursue Medicaid

application, and screen nursing homes.

For those offering such services, business is booming since the elderly population is on the rise. In 1983, fewer than 100 of these one- or two-person operations existed. Now, more than 600 of such operators offer geriatric care management.

Care managers are commonly hired by adult children who have elderly parents living far away. Others live near their parents, but are not familiar with the resources needed to handle the parents' problems, lack the time or don't want the burden. Other relatives, friends or lawyers of the elderly are also known to hire the care managers.

Costs for this service can range from a few hundred dollars for a one time assessment of a parent's condition to a few thousand dollars for arranging and supervising 24-hour home care and other miscellaneous services. Adult children say that the cost is justified by the improvement in their parent's lives and their own lives.

Many care managers are trained as geriatric social workers or nurses, and the problems they encounter often demand their specialized skills. These people can help the parents and their family cope with lack of memory and other mental stressors common among the aged.

Although there are many benefits of hiring a care manager, adult children should also be aware of the potential dangers:

- Care managers have a vested interest in keeping parents out of nursing homes for as long as possible, sometimes longer than necessary.
- It was discovered that one caretaker charged a couple hundred dollars for a list of nurses, doctors





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and lawyers who paid her to be recommended. Social workers consider this an unethical practice.

Yet, in many cases, surrogate children have been more of a help than a hindrance. Most people in the field practice under their codes of ethics as nurses or social workers.

#### Volunteer To Boost Your Career

Carefully selected volunteer work can help you become

"multidimensional," allowing you to do the best job for your company and escalate your career, reports the April, 1988 issue of *Nation's Business*.

One woman executive says that volunteering is not a luxury, but a necessity among women executives. However, all employees can benefit from volunteering.

Volunteering opens the door to a variety of people, relationships and experiences one would not otherwise encounter. It requires you to become very flexible to a variety of situations. It may also equip you with a fresh perspective on your job when you notice parallels between volunteer and company work.

To select a volunteer project:

• Evaluate yourself including your style and your personality.

Consider how a project will broaden you and whether or not it will develop into leadership experience. Discover if there is potential for you to learn more about the world and how it works.

 Examine your company. Look at what its main components are and its thriving interests. This should guide you to a volunteer project your company will support.

Not only will you benefit, but so will your company. Companies reap the rewards of positive public relations when executives are involved in a worthy volunteer project or organization.

#### Personal Problems Cost Companies

Companies may undergo a 25 percent loss in productivity without employee assistance programs for the one in every five or six workers whose personal problems can impact their job performance, reports *Personnel Journal*.

An estimated 18 percent of any workforce is affected by personal problems that can produce a profit-draining plunge in productivity.

In addition to the productivity losses, the potential dollar losses can be astronomical. For example, a firm employing 1,000 workers at an average salary of \$25,000 could lose \$1.1 million from impaired employees.

Of the 18 percent, 12 percent have alcohol and drug-related problems and the remaining six percent have emotional-related problems.

However, the employee assistance program (EAP) is the factor that can be instrumental in preventing these losses.

Reflecting their growing popularity, the number of EAPs has increased 500 percent from around 2,000 in the late 1970's to more than 10,000 at present.

An estimated 70 percent of the



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With Quest...Your Association Gets A Proven Program You Can Depend On. Quest's Association Program is currently being offered by organizations such as Amoco, ITT, J.C. Penney National Bank, The National Education Assoc. and many more. As Steve Prince, President of TSA Special Services in California says, "We are proud to be able to recommend Quest International...The company is reputable and very reliable, and has received the highest accolades from our members. We are confident Quest would be an asset to your Association's program."

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Fortune 500 firms now have employee assistance programs.

EAPs began as alcohol treatment programs in the 1940's and have since been expanded to include a variety of other areas such as parent-child relationships, emotional and financial problems.

They trace their effectiveness to the fact that the job can be used as a lever to make the employee improve his/her performance.

In the future, employee assistance programs may have the ultimate responsibility for planning and monitoring the entire mental health package offered by the employer.

#### **USA Vacations**

More Americans will take vacations this year than ever before, according to a May 1988 issue of *USA Today*.

With U.S. residents taking 305 million trips of more than 100 miles, vacation trips during June, July and August will be up 3 percent from 1987. Ninety-six percent of travelers will stay in the USA.

The popularity of domestic travel is attributed to favorable prices, increased employment, and consumer optimism. For example, more Midwest and Great Lakes residents

are expected to travel because of improved economies.

Where are all of these people going? Many tourists are heading to the 49 national parks throughout the U.S. Last year one park hosted 10.2 million visitors and another hosted 4.3 million. One travel industry executive predicts, "The summer of 1988 should set the stage for back-to-back record-breaking years."

Vacationers are advised to make arrangements for lodging in advance. Campgrounds accepting reservations may require an eight-week advance notice or operate on a first-comefirst-serve basis. Some parks charge

# news in brief

admission fees (from \$3 to \$10) with additional charges for camping, boating, or lodging. Season passes are also available.

Not only will the crowds be going to national parks, but while the Southeast will remain the top destination, the West is expected to enjoy the most growth.

Reaching these hot spots mostly by cars and buses, motorists are expected to outnumber air travelers 6

#### **Unhappy Workers**

Many academic researchers have concluded that sometimes an unhappy worker is inherently unhappy and little can be done to change it, according to the Wall Street Journal.

A study at the University of California at Berkeley in 1985 found that in a five year period, regardless of changes in job, pay or status, the job satisfaction of 5,000 middle-age men changed little.

Personality characteristics and job attitudes of people who have been followed for a 50-year period were examined a year later. Those reporting the least job satisfaction had unhappy dispositions early in life and those with the most satisfaction, had happy dispositions.

One professor from the University of Minnesota recently discovered that genetics may also be a factor affecting job satisfaction. In his study, identical twins reared separately also had similar scores on certain job-satisfaction measures including how much accomplishment they felt from their jobs.

Experts are not suggesting that companies stop efforts to improve iob satisfaction because environmental factors and quality of a boss, for example, are clearly factors affecting job satisfaction. One management professor at the University of California at Berkeley suggests that these results indicate that "influencing job attitude is a lot harder than we thought it was. You can't put in a weekend program and expect the world to change."

Many human resource managers are not buying this idea. Instead, they feel that job enrichment programs have added enthusiasm to many employees.

#### **Video Vacation**

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parks and other tourist attractions are offering a variety of equipment rentals. After a test program with VHS equipment that began in February and resulted in 20 to 30 orders a day, Walt Disney expanded one of their main street camera shops by offering this equipment. Another shop is planned to open in EPCOT Center. There is a \$40 a day rental fee and a 120-minute tape costs \$10.50. Equipment must stay inside the Magic Kingdom.

In California, another video camera rental store opened at a wildlife theme park. Offering water resistant 8mm camcorders, it charges \$29.95 per day which includes copying it to a one-hour VHS or BETA tape. Camcorder Rentals shift to Lake Tahoe in the winter to offer skiers the same service.

The demand for this service is attributed to the reduced size and increased ease in operating the camera.

The president of one store with outlets near both U.S. Disney Parks, says that during peak season each store averages more than 40 customers daily.

The most requested piece of equipment is the three-pound 8mm camcorder, replacing the nine-pound VHS camera.

The store charges \$34 a day for rental and \$4.50 to transfer the 8mm tape to VHS or BETA. Each additional one-day rental is \$19.

Perhaps this could be another employee discount service offered by companies.

#### **Smoking Study**

A new study from the University of Michigan Fitness Research Center (FRC) reveals that cigarette smokers are likely to drink alcohol and use mood-altering drugs more often than nonsmokers.

The study also indicates that smokers tend to sleep less, fight more and take more risks—including not buckling up their seat belts, reported Dee W. Edington, FRC director and director of the U-M's Division of Physical Education, and Louis Yen, U-M doctoral student.

In their study of 4,034 employees at a large manufacturing company, they found the typical smoker is a male under age 45. A noncollege graduate, he is an hourly employee with an income less than \$35,000 a year.

Nonsmokers in the study are concentrated in the 45-and-older category and tend to have a higher socioeconomic status. "Higher percentages of nonsmokers—including ex-smokers—reported their physical health as excellent or good, and stated that they did not have chronic bronchitis or emphysema," Edington and Yen said.

"However," Edington added,

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"when we looked at physiological measures such as the percent of overweight, hypertension and self-reported serious medical problems, ex-smokers, in fact, showed the worst health status. These people, the data suggested, may have quit smoking as a result of health and medical problems."

### Weekend Getaways on the Rise

Weekend getaways have been on

the rise since 1984 and their popularity will continue to rise, reports *USA Today*.

Consumer confidence in the economy is one factor contributing to this rise and initiatives by the industry such as airlines and hotels also promote this travel trend.

Nearly 44 percent of the 243 million person-trips (one person taking a trip at least 100 miles away from home) taken between Memorial Day and Labor Day last summer were on weekends.

The demand for these trips is most

common among dual-income families because they have more discretionary money to spend on travel and because conflicting schedules leave them with little time for vacationing. Therefore, they make use of frequent, shorter trips.

Low prices in the industry also encourage these excursions. Hotels are offering reduced rates on weekends. Some hotels have weekend rates as low as \$49 for Friday and Saturday nights.

Convention attendees and business travelers are also being courted by



some cities and states to extend their stay over non-work days and weekends.

#### "Followership" Training

Leadership training is a familiar phrase to many, but "followership training," a new phrase, represents a new management fad, according to the Wall Street Journal.

Since people actually play both roles, the leader and the follower, they must learn how to perform both effectively. Sometimes, being a good leader can result in knowing how to follow.

Although the term follower denotes passiveness, there are many active traits necessary. They should question the judgement of leaders and compare their sense of what is right or wrong and what is asked of them.

Companies are adopting this followership concept for work teams. It also helps employees see that they are contributing even though they are not advancing.

At one company, a followership fostered a smooth restructuring of the corporate structure. Instead of trying to get ahead, employees now work as a team.

#### Aerobic Dancers

Why are people dancing up a storm in aerobic classes?

According to *USA Today*, a recent study of 800 participants sponsored by the International Dance-Exercise Association shows that:

- 51 percent participate in danceexercise to stay in shape
- 15 percent do so to lose weight
- 10 percent participate because it makes them feel good
- 10 percent say they perform dance-exercise because they love to dance
- 5 percent participate to relieve stress
- 3 percent take part in danceexercise for their cardiovascular health

Nine percent named miscellaneous reasons for doing dance-exercise.





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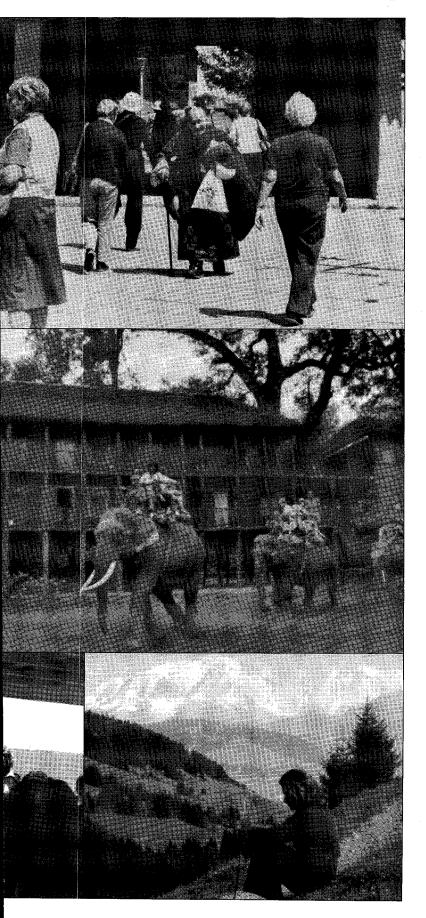




### PLANNING THE COMPLETE



### TRAVEL PROGRAM



by Betty Sweigart

ravel is the activity of the future. More and more people are taking advantage of the many programs available to them. What better place to look for these opportunities than at the workplace. As a recreation director, you should seriously consider this form of leisure activity for your employees—either in groups or as an individual traveler. It is not a difficult task to put a good program together.

#### **GROUP TOURS**

Traveling with a group has a great many advantages. First, of course, is the advantage of the lower price. Second, your employees are relieved of the concerns of purchasing tickets, arranging transportation, etc. Everything is arranged for them. n. It's also an excellent way to form new relationships. You can make it a wonderful experience for your fellow employees.

Know your audience. First, decide which group will be your initial target area. You cannot be all things to all people, so start small, then expand when the program has been developed. If you are not sure, start with the retiree group, since they seem to have the time and the money to be able to take advantage of travel. Travel is the number one preference activity of retirees today. They find it an ideal way to make friends and to fill their leisure time. Keep in mind that today's retirees are much younger than they used to be. Employees are opting for the early retirement and are not intending to sit back and waste away the time that they have waited to enjoy. They're ready to go at the drop of a hat.

Once you have established a retiree program you can then expand your program to include every employee group—the younger traveler, the adventurer, the intellectual, the families, etc. There is something for everyone.

Pick a few good travel agencies. Look into the travel agencies in your area. Get an idea of the amount of business they do; check with their current customers for references and have a financial check done on them, if possible. Your company many times will be willing to do this for you. Once the word gets out that you are looking into tours for your group, you won't have any trouble attracting the agencies. In fact you will be overwhelmed with requests to bid on your trips.

Don't try to act as the travel agent when you first start a program. Later on, if you become experienced and feel that you can handle some of the details yourself, you can deal directly with the wholesalers and sometimes get a better price. But, be prepared to assume more of the responsibilities also.

You will have the opportunity to accompany the tour as a representative of your organization. Most agencies will provide a free trip for a certain number of passengers, depending on the tour. If not, you can work it into the price and spread it out over the entire group. It is nice to have someone along as an escort from your own organization. It makes the passengers feel safer. You can work along with the tour director from the agency when problems arise, since you know the people and they will feel better approaching you rather than an unfamiliar face.

Start with day trips to local destinations. Motorcoach touring is very popular today, especially with the luxurious buses available. If you have no idea of the popular attractions in your area, ask the travel agencies for their help in picking destinations. They are aware of what's selling and they will be happy to help. You can also solicit ideas from your employees; ask them where they would like to go. Subscribe to the tour magazines. There are a number of them available. They feature detailed articles on every conceivable destination. It helps to familiarize yourself with the popular areas of travel as well as those off the beaten path.

For starters, a cruise is a very popular option. Everything is included; all that is required is getting to and from the ship.

Ask for bids. Once you have picked a few destinations for your

first tours, ask the agencies to bid. Tell them in advance the items you want to be included on each tour. Some suggestions are:

- Round-trip motorcoach transportation between your company and point of departure.
- Air, land or sea transportation (scheduled flights preferred—charters acceptable under certain conditions)
- Hotel accommodations (include choice of first class and budget where feasible.)
- Baggage handling, transfers, taxes and gratuities for all included services.
  - Insurance options
- Optional meal plan or Modified American Plan (breakfast and dinner included), specifying details, including price differentials.
- Detailed itinerary (including sightseeing or optional sightseeing suggestions).
- Qualified agency tour escort throughout the trip. (Review qualifications of escorts prior to each trip. They can make or break a tour. Make sure they are acceptable.)
- Minimum number of passengers necessary to go at quoted price.
  - Cancellation privileges.

Evaluate Bids. Be sure to review bids carefully to be sure that all agencies are submitting comparable items. The lowest price is not necessarily the prime concern. The agency's experience in a certain area, or the quality and location of hotels, the number of included sightseeing tours and meals—all must be considered when reviewing the inclusions. Check them carefully before making your decision.

**Send Contracts.** Be sure to cover every detail in writing prior to awarding the contract.

You can accept payments yourself or have the agency handle all financial details. Employees can send payments directly to the agency. This also gives them the advantage of charging on their credit cards. If you wish to make a small profit from the tours, just add a sum to the original price and increase the advertised tour

price. The agency will then reimburse you for the additional amount after the tour. This can be used to fund other employee programs, or to reward volunteers or staff members who are involved in your operation. It's an excellent incentive to attract volunteers by rewarding them with an opportunity to accompany the various tours.

**Pricing.** Pricing correctly is essential. You will find that most travelers are shoppers. They are aware of all the bargain trips advertised by every disc jockey on the radio, the local churches, etc. Just pick up any Sunday paper and you will get an idea of the amount of competition existing out there. The fact that you are offering a group trip will automatically give you the advantage of a lower price. If you are adding an additional fee for your profit, keep it within reason. You must be competitive, because the price will be the initial drawing card.

To encourage participation by singles, offer to match up people who are willing to share a room in order to save the cost of the single supplement. Singles always have to pay more and they appreciate having the opportunity available to them to find a rooming partner.

Advertise. As part of the contract, ask the agencies to provide fliers, at no cost to you, for advertising purposes.

Make sure that you get a chance to review them before they are printed. Check them thoroughly on every detail, especially the cancellation clauses. Send them through your usual mailings or pass them out upon request. Another way is to form a Travel Club and get a list of names of those who are interested in travel. It saves wasted postage and printing expense.

A travelog is a good way to promote your trips. Ask the agency to put together an informative program on the destination. They can arrange for films or slides of the area. Most tourist bureaus will make these available. Today, many are available on videotape. Then plan a night and have the tour director on hand to answer questions. You can make it into a fun evening, featuring

entertainment of the particular country, refreshments, door prizes, etc. The tour agency will be happy to participate.

If you get to the stage where you have a large travel program, plan a travel fair. Set aside a Sunday afternoon and invite all the travel agencies that are conducting your tours to come out and promote them. Set up a booth for each destination; prepare a time schedule of speakers with films and/or slides for each destination; offer door prizes (donated by the agencies, airlines, etc.). Many arm-chair travelers will also enjoy this event. It is an excellent way to promote your travel program.

Follow-up. Have the tour director take photos of participants on the tours. Post them afterwards. Everybody likes to see themselves in print. It's also good publicity for future tours. Pass out evaluation forms on each tour, to be returned to you directly. Ask them their opinion of the included features-the tour director, airline, bus companies, hotels, sightseeing, etc. This is also a good time to ask where they would like to travel to in the future. Refer to these for future tours.

Plan a reunion for the group within a short period following the tour. If you do not have a facility available within your company, reserve a room at a local restaurant. The meal would

be at each individual's expense. Everyone can bring their photos or slides and reminisce about the good times. It helps to form a good relationship with fellow travelers and tends to encourage them to travel together again. It's also good publicity.

#### **WEEKEND GETAWAYS**

Research the destinations that are within a convenient driving distance of your area for a quick weekend getaway. People are so busy today that sometimes they cannot take the time for a one-or two-week vacation. Make it easy for them to leave right after work on Friday night and be at their destination that night for two days of leisure. Offer both the sightseeing and the pampered. relaxed trip, when possible.

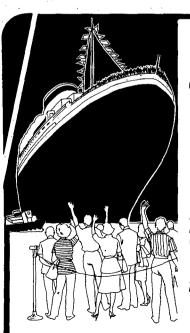
The "Cruise to Nowhere" is very popular. Some of the NESRA associate members can help you with this. Lots of hotels offer real bargain rates on weekends, some as much as 50 percent. And, with the popularity of air travel today, almost any destination is now within reach for a weekend. You can also offer an extended three- or four-day weekend trip. Try to include as much as possible on these jaunts, since there is not a lot of time for decision making after they arrive. This is a good way to get them started in your travel program.

#### INDIVIDUAL TRAVELER

Some people do not like to travel with groups, for any number of reasons. Do not ignore them in your program. There are numerous discounts available to you which can be passed on to them for hotels, motels and attractions across the country. Many are available through your NESRA associate members. If you have not been contacted by them, look through your NESRA Membership Directory and/or Buver's Guide and write to those who indicate that a discount is available to your employees. They will be glad to forward either fliers or membership cards describing their discounted services. Everybody likes to get discounts. You will find it to be a very popular benefit. And, you will get the credit for bringing it to

Planning a travel program involves many details and you will find it interesting and very rewarding. If you are not a traveler yourself, it won't take you long to become "hooked on travel." Look into it today; you'll be glad you did. Good luck with your program.

Betty Sweigart is the social director of The Du Pont Country Club, Wilmington, Delaware, and has been responsible for the social activities program for over 10,000 members for the past 10 years.





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### An Evolution:



# The Single Parent

examine and select the program which will best meet their needs.

A majority of the counseling for the single parent family will begin after the change in the family unit occurs. Some cases allow for counseling prior to the change. One example is pre-death counseling.

In some instances, such as cancer, eminent death is known and counseling can begin immediately. This manner of counseling does help when the death occurs but it is not a complete cure. The new single parent family must still react to the loss of a loved one and adjust to the new lifestyle. Counseling is needed both pre- and post-loss but the pre-loss counseling will help ease the post-adjustment period.

With the increase in adoption by the single parent, more can and is being done with pre-adoption counseling. This will help the new single parent prepare for the new lifestyle which they have chosen. Pre-adoption counseling will aid the employee and employer by cutting the potential absentee problem that may occur with a new single parent. Post-adoption counseling must continue but usually for a shorter period of time.

Although this method is beneficial for the parents, it does incur extra costs for the sponsoring organization. The cost of providing a facility and qualified supervision of the children must be examined closely. For the company that cannot afford this type of program, an examination of the local community offerings may be beneficial.

Another method which can accomplish the same result is a parent subgroup. In this program, four to six single families form a group. Each member or two take a turn at watching the children at their home. The other parents then have an opportunity to have some low cost time to themselves. The parents can go out together or individually, whatever the group decides. The child watchers, depending on the number of families in the group, may only have the duty every three or four months.

The parents watching the children need not make any detailed plans for the children. Generally the children find their own activities by playing together and having fun. Some parents do plan specific activities such as crafts, renting a movie for the VCR or a trip to the library.

If there is no interest in forming a single parent club, a company can use the other recreational programs as an outlet for the employee. Softball, volleyball or the fishing club are some of the types of activities that will allow the single parent to have fun.

#### **CORPORATE RECREATION PROGRAMS**

Once the initial adjustment occurs, a continuing program can be made available to the single parent. Large companies may offer a single parent club through their recreation program. The programs should include activities, both combined and separate, for the parent and child. Activities can vary from concerts, lectures or museum tours to camping trips or a visit to the zoo. This

can give the family some precious and important time together, that under normal circumstances, may be lost to a full schedule.

Along with combined activities, separate programs for the children and parents can be developed. Activities for the children allow peer interaction with individuals that share a common ground. Parents can have some free time away from the children without having to be concerned that the children are properly supervised.

This is generally accomplished in two popular methods. The first is to have a regularly scheduled large-group activity. Weekly, monthly, or any time frame that can be arranged is useful. The children participate in planned activities from arts and crafts to watching a movie. Some programs even offer tutoring for those children that are in need of extra help.

#### **COMMUNITY PROGRAMS**

One of the most common single parent clubs is "Parents Without Partners." This is an organization which offers clubs on a national level. "Parents Without Partners" offers to their members a full line of activities from individual and group counseling to pot luck suppers and recreational activities. Programs for the children are also available to the single parent member.

In conjunction with offering a well-organized program with planned activities, "Parents Without Partners" offers one benefit that is not available with many other single parent organizations. If the single parent member is traveling on vacation or business, they can attend a meeting in almost any city. This affords the opportunity for the single parent to obtain new concepts and still have the companionship and counseling needed.

When one of the parents is not a part of the single parent family, there is a loss to the family unit. The children are especially cognizant of this through their school and neighborhood friends. This problem can be amplified if the single parent family is located a great distance from other family members such as aunts, uncles and grandparents. To combat this separation many communities offer programs such as "Adopt a Grandparent." This program offers a list of elderly couples in the area that have no grandchildren of their own nearby. These potential grandparents are usually screened by the sponsoring local community agency. The single parent family is also screened and several possible sets of grandparents are reviewed to attempt a compatible match. In most cases this program builds to an almost true family feeling helping everyone involved.

The adopted grandparents can offer the single parent family a positive force in dealing with situations. The substitution for faraway relatives is one advantage. Another is the emotional stability offered by a complete family unit. The Big Brother and Big Sister Program can also offer a stabilizing factor to a single parent family. These programs are also available through local community sources.

Another source of assistance for the single parent family are various church organizations. Many churches

any changes in employees' lifestyles have occurred in the past few years. One change that should affect your ES&R offerings is the increased number of single parent families in the workplace. Divorce, death of a spouse, unwed parenting and adoption are some of the sources creating single parent families. Readily accepted in our society, we find both men and women in the single parent role. Employees in this category can become a concern for their employers if help is not offered.

Single parenting can result in absenteeism, lower productivity and even costly errors in everyday work. Sympathy for this person is not what is needed. An active adjustment program for the person is what must be available. This can be attained through company programs in employee assistance, recreation or in a variety of community programs that are available. Both the small and large company can benefit through entering an employee in a program that will help him/her adjust to the single parent lifestyle.

Most employers are concerned about helping the new single parent employee and his/her family. Cost is a valid concern that must be reviewed in depth before deciding what type of program to offer.

Some companies offer complete in-house services to their employees through an employee assistance program. The employee assistance staff is employed by the company and usually has a background in counseling and possibly a degree in psychology. The cost for such staffing may be in excess of the company's budget.

Another option allows quality counseling at a minimal cost to the employer. Assigning a current staff member to refer employees to the proper local agencies is an inexpensive yet personal method to handle the counseling of the single parent family.

Whatever method or combination of methods is chosen, proper and immediate care of the employee in the single parent family situation is of the utmost importance to employers.

#### **EMPLOYEE ASSISTANCE PROGRAMS**

Counseling is the first step for the new single parent. This can be accomplished on an individual basis or through group sessions. A large company with many employees may offer such programs through their employee assistance office or the employee can be referred to a community program. In either case the employee needs this help to adjust to the new single parent lifestyle. This adjustment is relevant to single parents with children of all ages. A general concept in dealing with a single parent is that the children involved are young, preschool age. This is not always the case. The

single parent with teenage children or even children that are adults and out on their own need assistance as much as the family with small children. Encounter groups and individual counseling can be geared to the age group and adjustments needed for the children.

From this point the possibilities expand to meet the needs of the specific single parent family situation. Adult group sessions are common. These involve a group of single parents that share their positive and negative experiences and gain help and solutions through talking with others in the same situation. The children also can have peer group sessions. These children of the same ages discuss their own problems and concerns. In most group sessions a trained facilitator is present to provide stability and to keep the discussions moving in the proper direction.

The family session brings together the entire single family unit to again discuss their cares and concerns. This opens the lines of communication through a better understanding of the feelings of each individual. Learning how to cope with the situation, and more importantly, how to help and support the other members of the family is an important by-product of the family group session.

The younger child, preschool to early elementary, will need more emphasis on family sessions. This helps minimize the fear of being alone in a session while dealing with the situation of a single parent family. The preteen and teenage children have different needs. Here, the family sessions are important but more peer counseling and group sessions are found to be helpful in enabling the children and parents to adjust.

In some situations an older employee with adult children who have their own families may lose a spouse. The employee may need counseling but so may the adult children. In some situations these children can become over-protective of the parent, treating him/her as if they were a young child. This can adversely affect the employee, causing productivity to decrease because of the personal problems. This is a case where the children are older and counseling should be considered for both the parent and older child and possibly the grandchildren.

Although the family counseling concept is important, employers usually will not cover the expenses over and above the insurance carriers' normal guidelines. This is a sound practice in order to keep costs under control. In deciding what type of assistance to offer, examination of the health insurance coverage is appropriate.

If the employer has a full staff of counselors or offers a referral service to community agencies, the benefits are reaped by both the employer and employee. The employer should be aware of the different offerings available. It is the responsibility of the employee to review the activities list provided to them. They must offer a variety of programs from counseling to social and recreational programs. These can be utilized to help the person develop as close to a normal lifestyle as possible. Church programs are also low cost. Qualified people are used in some activities but there are programs that are handled by peer facilitators.

#### **SUMMARY**

Many large companies have the staff and available funding to offer these programs. Employee assistance programs' staff members will work with appropriate areas to develop this aspect of the overall wellness program for employees. In working the single parent program, the employee assistance office may offer inhouse programs for their employees. In many cases they will act as a facilitator to channel the employee that needs help to the proper community organization. For the small company the aspect of using community services is much more appealing. Lists of the offerings can be obtained and offered to the employee. This reduces the cost and time of involvement, yet provides the necessary care that is needed to adjust to the single family lifestyle.

The community service offerings should be examined carefully to gain knowledge as to what programs are available. Many hospitals are entering the wellness/lifestyle business by offering counseling and educational programs to the community and business at a set cost to the participant or the employer. These programs generally

offer a well-qualified staff and the necessary facilities. The hospital programs usually have some form of information listing the offerings available in their wellness/lifestyle program.

Local health departments can be another source of programs for the single parent family. These programs generally offer a wider variety of options than the hospital, but still have the qualified and well-trained staff. In most cases the cost factor here is minimal. These programs are in some cases supported by local government or through private donations. The local health department may work in conjunction with the local adult education programs to provide a much wider variety of educational opportunities to complement the counseling of the single parent.

Why do employers need to be concerned about the newly formed single parent family? This new family must have time to adjust to their new lifestyle. Without assistance, the employee can take a longer period of time to resume a normal lifestyle. The employer, in many of the newly formed single parent family situations, may see an increase in absenteeism, lower productivity and possibly signs of burnout. These factors can be reduced or eliminated with an aggressive program to help the employee and his/her family adjust to the new single parent family lifestyle.

Ronald F. Ribaric, CESRA, is a consultant in the field of employee services, Orlando, Florida.

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## Building the Corporate Team



A team of Ultratech Stepper employees entered the annual Bay-to-Breakers marathon in San Francisco, CA, as a giant "centipede" of silicon wafers carrying a pair of giant green tennis shoes.

by Robert Weston, Ph.D.

he word "team," according to Webster's New World Dictionary, goes back in origin to words meaning to tug, pull or draw, with specific reference to animals yoked to the same vehicle or plow. The word was then applied to groups in competitive contests, i.e., athletics, and finally to any group of people working together in a coordinated effort, where individual interests are subordinated to promote group unity and efficiency.

The athletic frame of reference is frequently applied to business, but the earlier farm labor meanings are instructive. Anyone who has ever plowed a field with a team of horses or mules knows that if one of the team pulls too hard or not hard enough, the end result is a poorly plowed field and exhausted, perhaps damaged, livestock. Over the years at Ultratech Stepper, we have cultivated a climate that illustrates both the "athletic" and the "farm labor" connotations of teamwork. We have worked to build a company that has the excitement of a winning team and also brings individuals with

extreme differences of style, experience and personality into "subordination" of common goals, objectives and values.

#### **ALL OF US**

Ultratech Stepper, a unit of General Signal Corporation, is a manufacturer of capital equipment for the semiconductor industry, located in the heart of Silicon Valley. Founded in 1981, the company grew from 28 to over 500 employees by 1984, becoming the largest U.S. manufacturer of wafer steppers and the third largest worldwide. After downsizing in response to the major recession that hit the semiconductor industry in 1984–5, Ultratech Stepper has been growing steadily until it once again is approaching 500 employees.

Teamwork is one of Ultratech Steppers' six "core" values. (The other five are Personal Integrity, Challenge and Reward, Customer Orientation, Excellence, and People.) As such, it is the topic of animated discussion

every year when the company's Corporate Strategic Plan is prepared. In some years, agreeing on and describing our values has occupied a disproportionate share of time of the planning group, which includes the president and all senior staff members and marketing management.

Teamwork is currently described in our statement of values as: "Common goals and purposes bring together individual efforts. Our willingness to work together, share information and resources, help out, compromise, negotiate and be open, enables us to accomplish the extraordinary."

With this definition in mind, occasional "values audits" are conducted to test our adherence to teamwork as a company. New employees are introduced to our concept of teamwork at orientation meetings and asked to participate as a member of the corporate team. Winners of the President's Award, one of our employee recognition programs, are frequently nominated and selected because they have been outstanding examples of teamwork in action.

In these and many other ways we reinforce the concept of "pulling together." The unofficial company motto is: All of us is better than any of us. And while we certainly encourage, recognize and appreciate individual contribution and achievement, there is a profound awareness throughout the company that success is a group result.

Unfortunately, sometimes an individual does not honor Ultratech Stepper's teamwork value. This can happen if, because of poor performance, the employee fails to do his or her part. Reluctance to cross a territorial boundary can result in the breakdown of teamwork. Someone who proceeds unilaterally on a course of action without consideration for his or her impact on others can undermine group unity and efficiency.

When this happens, through both subtle and not so subtle ways, the message is quickly sent that behavior of this sort is out of sync with the norms of this company's culture. Individuals who fail to get the message usually end up leaving the company, either on their own initiative or because their performance is adversely affected.

No one has ever been fired from Ultratech Stepper for "failure to be a team player;" however, people have failed in their jobs here because they did not participate as team members. Individuals whose egos do not allow the "subordination" referred to in Webster's definition of teamwork, usually, for one reason or another, leave Ultratech Stepper.

#### **CREATING TEAMWORK**

Training and "acculturation" can do something to help individuals become team players. A few years ago, many of our managers participated in an extensive training program, called "GroupAction." The purpose of this training was to promote greater efficiency in meetings through understanding and using effective group processes for consensus building, problem solving, and action planning. Nowhere are the difficulties of blending

### TEAM PLAYERS

When building a team, it is important to recognize the various types of players, reports the April, 1988 issue of *Nation's Business*:

Tacklers: Moving quickly and attacking problems head-on, tacklers are orientated to the bottom line. In stressful situations, they are more likely to have angry outbursts, become blunt, sarcastic and alienate others. Although tacklers appear tough, direct communication is the way to reach them.

**Enhancers:** These team players are friendly, democratic, optimistic, and verbally poised. It is vital to make enhancers feel like part of a team since their acceptance is the key to the team's success. Beware that these people take criticism personally.

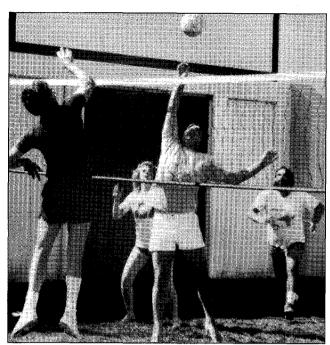
Allies: Accommodating to others, allies are known to tolerate detail work and to prefer clear lines of authority. Since these players hate confrontations, they internalize negative feelings and would rather quit than express themselves.

Monitors: With high expectations, monitors evaluate and set high standards for themselves. Yet, before taking on a job, these players need to cautiously examine all information and resources.

### ESSENTIALS

As a team, employees can have a greater impact together than each team player can separately. Because of this it is necessary to keep in mind these essentials of team building, according to the September, 1987 issue of *Business Atlanta*.

- Establish an environment in which employees know they have the freedom to speak their mind and to try new ideas.
- Be sure you have a clearly-articulated company mission as a guide to your team's work goals.
- Provide opportunities for employees to have a say in how their jobs are done.
- Lead employees to successfully reach their goals independently, taking credit and responsibility for what they do. Promote autonomy by delegating responsibilities so that a member has their "own" task.
- As a leader, keep in mind that your constant objective is to establish and maintain trust among the team.
- Be aware that team building will increase the likelihood of success in your company and to attract true team players, a company must be on the move.
   To maintain a successful team, it is essential that only true team players be recruited and hired.



Athletic events, such as this Volleyball Tournament between "The Wrecked Execs" and "The Mean Machine," promote a sense of teamwork at Ultratech Stepper.

strong-willed, independent-minded, articulate individuals into a cohesive unit pulling together for common goals more evident than in meetings! Opinions vary as to how much improved our meetings are, but all participants left the program with a better understanding of the group process and the dynamics of consensus building.

One of the implications of Ultratech Stepper's commitment to a team culture is the need to be on the lookout for evidence of team playing in candidates for employment. Someone with the right skills, but who lacks the willingness or ability to subordinate his or her personal interests for the sake of the team will at best be only partially utilized in a team culture, and at worst will become a disruptive and divisive force.

It is also necessary to be sure we put the right player in the right position: a quarterback playing right guard will hardly bring glory to his team, and will probably get his neck broken in the process. The corporate example of this is the outstanding individual contributor who fails as a manager or supervisor.

#### COMPANY OLYMPICS

The other side of team building at Ultratech Stepper is drawn heavily from the athletic imagery of teams, sometimes quite deliberately and other times, perhaps only by analogy. We look primarily to events and activities to promote that "spirit" usually associated with sports. One of the most elaborate of these events was the Company Olympics.

The Ultratech Stepper Olympics was held on a warm spring Saturday at a local high school. It began in midmorning with a "parade" of four teams, each headed by a corporate vice president, and decked out in unique

colors and uniforms. Then followed a day of competitive events including tricycle, rubber boat, and grueling relay races, culminating in a massive tug-of-war elimination that ultimately determined the winner. Trophies were awarded to the victors, and attendees were treated to a lavish barbecue. The event was open to all employees and their families. Several hundred people attended, with over 75 employees participating in various events.

The Olympics was a one-time affair, costly (approximately \$10,000) and time consuming to plan and administer, but the annual picnic and Christmas party are regular events that bring the team together for recreation. Quarterly "Team Meetings," which feature refreshments and usually a band or disc jockey and occasionally a bit of business talk, keep the spirit going.

Other, smaller meetings are held specifically to facilitate interaction between employees. One of these is a monthly lunch for 12–15 people hosted by the human resources department. Those invited are a mix of new employees and longtime employees. People talk about what it's like working at Ultratech Stepper compared with other places they've worked, as well as ask questions about any aspect of the company.

There is also a tradition of tournaments at Ultratech Stepper: volleyball, golf, pool, ping-pong and chess have brought employees from all over the company together in ways that would otherwise never have happened. We believe these non-work interactions greatly support openness of communication and help break down barriers of territory or authority. For example, the volleyball superstar from subassembly who teams up with the vice president of finance in a doubles tournament will never feel quite the same intimidation when dealing with a senior executive, or at least with that senior executive.



Company picnics are a family affair at Ultratech Stepper.

Challenge matches have also become popular at Ultratech Stepper. Here a team made up of employees from a single department or work group will challenge another group. The most enduring of these challenges so far has been "The Wrecked Execs" versus "The Mean Machine," in which the president and his staff faced six employees from the machine shop in a variety of contests, including volleyball, basketball, pool, tennis and bowling. Other departments have participated including engineering and materials. To promote the sense of an athletic event, at some of these occasions soft drinks and popcorn are provided for the spectators.

Another team rallying event for Ultratech Stepper employees has been the annual Bay-to-Breakers marathon in San Francisco, California. This nationally known, mass marathon has given us an opportunity to demonstrate some of the outrageous team spirit we value so much. A hardy group of runners forms a "centipede" entry, in which a group from a single company creates a human float representing some aspect of the company. Ultratech's most famous entry yet is the giant green tennis shoes, carried by 13 runners dressed in running shorts, shirts and pink tights. Auxiliary runners usually pace the shoes, rolling a wheelchair carrying oxygen and a keg of beer, to respond to a teammate's particular needs.

#### THE BOTTOM LINE

A recent analysis of Ultratech Stepper's sales effort contained the following statement: "The Ultratech Stepper philosophy has been that it is the responsibility of the entire team to sell their product. As a result, Ultratech Stepper has achieved the number three position in the world for their products with just five direct sales people worldwide." This is the bottom line. "Teamwork" is not just a "warm, fuzzy way" to run a company. It makes business sense and has contributed significantly to our ability to become major players in our marketplace without massive resources.

We have promoted and maintained a strong team culture through the actions described above. I offer the following suggestions for anyone wanting to develop or support such a culture in his or her organization:

- Build teamwork into the explicit value system of the company. Be sure that senior management understands and supports the concept, and that all employees know that teamwork is valued in the organization.
- Identify and support "cheerleaders," those individuals whose personality and enthusiasm lend themselves to carrying the flag for the company.
- Establish and sponsor frequent events that stimulate company pride and foster group interaction in non-work environments. Athletics are good for this; parties work well also.
- Reward examples of teamwork publicly and deal with non-team players in ways that will encourage them to become part of the team. Use the performance appraisal process to reinforce teamwork by specific

### ANIMAL TALK

To begin opening lines of communication and to discover how employees view their company, use the following exercise from Volume 1, No. 1 of *K* & *A* Communique, published by Kaspers & Associates, Internal Communication Specialists, at your first teambuilding session.

With a pen and paper, ask each employee to answer these questions, "If the team were an animal, what would it be? Why?" Give them five to 10 minutes to develop their answers and to write them down. Then, ask each to share their images and their reasons. Write each on a flip chart for all to see. After everyone has given their answers, ask all to examine the chart, looking for common themes. Discuss these themes and insights based on the images.

This non-threatening exercise will reveal how employees see their company, either positively or negatively.

For example, some positive answers will include animals in the cat family attributed to being kings of the jungle, fast movers and unpredictable animals.

However, employees could also use the cat family to negatively describe the team as cumbersome, awkward or bloodthirsty.

It is also possible that you will encounter some unique responses, for example:

One person referred to his team as a porcupine and "the individuals were the quills on the back of the animal that were never really touched because that could be harmful." Further, this person said, "Still, regardless of the individual needles, they had to follow the same body getting to the same place at the same time, whether they wanted to or not."

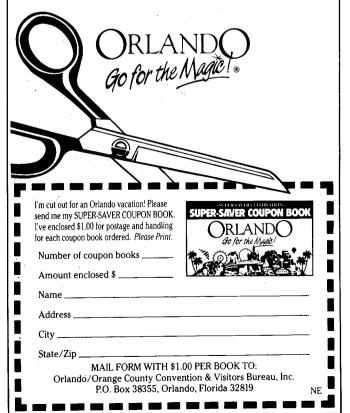
One participant viewed her team as a school of goldfish. "They look impressive on the outside, moving fluidly and in interesting patterns. Yet, from the inside, the bowl is too small and everyone is moving in different directions."

By listening to employees' responses, you will learn how they view their team, or company and areas needing improvement will become evident. Beware of overwhelming numbers of positive answers, that can mean that employees are being too cautious to share their true feelings.

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reference to performance results that have either been helped by teamwork or hindered by a lack of it.

- Make team playing a criterion for candidate selection. Be sure hiring managers and recruiters are alert for evidence, or lack thereof, of this interactive style.
- Communicate, communicate, communicate. Every member of the team needs to know what's going on. Be sure the organizational structures and processes support interaction and communication rather than keep people in the dark and isolated. Employee newsletters that deal with non-business issues and focus on the personal side of work contribute to the family or team feeling. Communication meetings where employees have a chance to hear from and interact with upper management are vitally important.
- Do some formal training in interactive processes with managers and project leaders. Teach people how to reach consensus, and raise consciousness levels about who should be included in communications and decision making.
- Be a little outrageous; have fun! For example, Ultratech Stepper hired a professional musician to compose a "company song," which was produced and professionally recorded. Every employee received a cassette tape of the "Stepper Song." The lyrics celebrate the unique and exciting environment of Ultratech Stepper with up-beat and peppy music. Nobody salutes when it's played, but everyone thinks it's kind of special.

And feeling part of something special is what being part of the team is about. Winning is great, and when the company is doing well, it's easy to be excited about being on the team. But, teamwork and team spirit are needed just as much, if not more, when things are not so good—and all teams have their losing streaks. Adversity can bring out the best in a team, if it is a team, and during recessionary times the team spirit of Ultratech Stepper has seen us through. Potluck Christmas parties instead of grand balls at the Sheraton Palace; \$20 Christmas presents instead of Juicy bonuses; backyard volleyball games instead of Olympics.

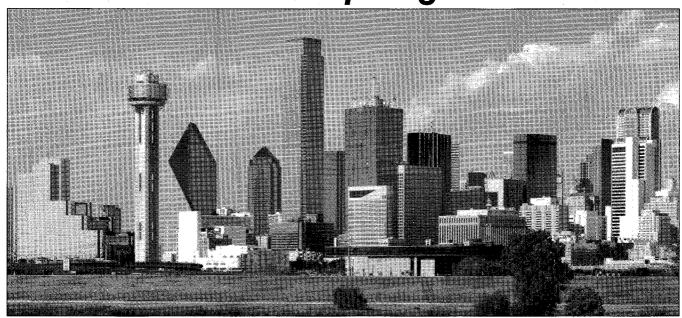
The important thing is to keep the message alive that we are a team and that every player is important. One of the things we like to say around here is that janitors are as much a part of making sales as is the president: the positive impression of a clean bathroom on a potential customer can influence the "buy" decision; and the reverse is also true.

At Ultratech Stepper, teamwork is a core value, supported by actions and words. More than just a nice way to run a company, teamwork has been an essential ingredient in our success. As an intangible, it is difficult to explain and more difficult to achieve. But as anyone who has every coached a little league ball team knows, when it happens it is immensely satisfying and wonderfully effective.

Robert Weston, Ph.D., is director of human resources at Ultratech Stepper, Santa Clara, California.

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### **Travel Spotlight**



### Dallas/Ft. Worth: So Fine in '89

by Susan Montgomery

hat better place to hold NESRA's 48th Annual Conference and Exhibit than in a city that can boast a mix of high-tech, state-of-the-art businesses in a range of fields and hometown hospitality, ethnic diversity and a whole lot of southwestern flair.

Dallas has been hailed as the convention city of Texas, the seventh largest city in the United States and has one of the top five convention centers in the nation.

Infamous as the city of President John F. Kennedy's assassination and the setting for J. R. Ewing and the "Dallas" television show, attendees to the conference will make no mistake in surmising that Dallas history is rich in both fact and fantasy.

Dallas continues to welcome newcomers as it has throughout its history. Upon arrival at The Grand Kempinski, you will not only be surrounded by luxury and old-world charm, but also every amenity and "extra" service this premier meeting destination has to offer will be waiting for you.

The Grand Kempinski is located in the heart of North Dallas adjacent to one of the two highest income residential areas in Texas and ten minutes away from the downtown Dallas business district. The resort is convenient to major freeways, shopping and golf courses, and is only twenty-five minutes from the Dallas/Ft. Worth International Airport and Dallas' Love Field.

The 529 guest rooms and suites of The Grand Kempinski have fresh flowers, telephones at bedside and in the bathroom, individually-controlled thermostats,

remote control television with in-room movies and evening turn-down service.

The hotel features ideal settings and gourmet cuisine that has made Kempinski world reknown in creating an outstanding dining experience.

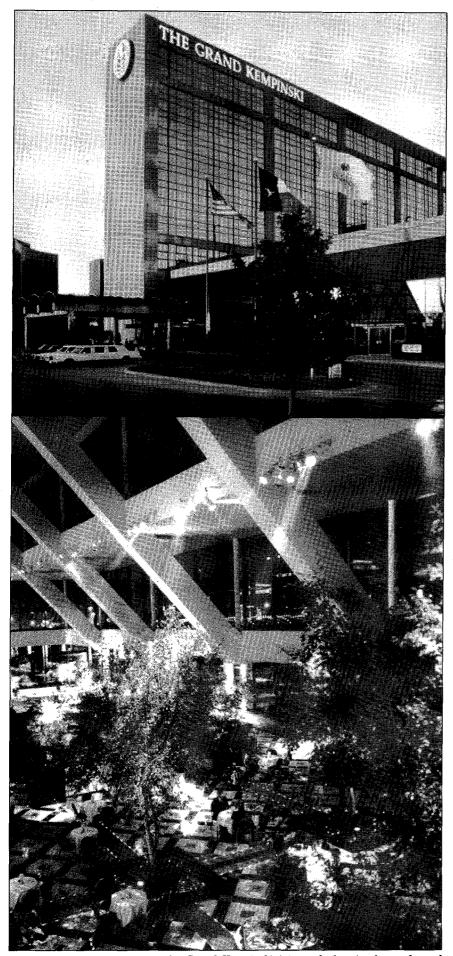
Le Café, a European style café serving continental fare in a charming French setting, boasts homemade desserts from their enticing pastry shop. Hearty appetites can be satisfied at Stetsons restaurant featuring the best prime beef and fresh seafood in the city combined with rustic and leather furnishings for dining with a southwestern flavor.

The Bristol Lounge is ideal for conference goers unwinding after a long day. Filled with oversized chairs and a bar, this lounge is perfect for relaxing. The Bristol Lounge serves afternoon tea every Sunday along with champagne, coffee, finger sandwiches, petite fours and live classical music.

The Atrium Bar, located in the middle of a four-story atrium, features piano music, a cascading water fountain and complimentary hors d'oeuvres.

For the many fitness/health conscious attendees, a complete range of recreational facilities is available, including a health club, gym with complete exercise equipment, massages, steam baths and cabinets, tanning booths, two racquetball courts with viewer's gallery, four lighted tennis courts, two heated swimming pools—indoor and outdoor, jogging trails, and nearby golf.

All guests are offered complimentary coffee and



Besides enjoying your stay at the Grand Kempinski (pictured above), choose from the listing (at right) of things to do and see in Dallas during your free time at the conference.

### Historical Sites

Old City Park—Downtown near the Dallas Convention Center is Old City Park. The Park has become a living museum of restored 19th Century buildings and their furnishings. It includes an old home, a church, school, a restaurant, stores with handcrafted items for sale and even a smokehouse.

The Hall of State—The Hall of State is a museum with murals that depict the history of Texas and four regional rooms featuring the stories of north, south, east and west Texas.

Museum of Natural History—
The Museum features the wildlife of Texas in natural surroundings. Fifty three-dimensional dioramas of flora and fauna of the state, a hall of birds, fossil hall, and porcelain bird collection, help comprise over 750,000 specimens with extensive educational and exhibit programs.

Swiss Avenue Historic
District—The Swiss Avenue
Historic District features the finest
examples of early 20th Century
architecture in the Southwest. The
district includes Swiss Avenue,
Bryan Parkway, La Vista and one
block of Live Oak streets. Each
Mother's Day, many of the homes
are open to the public, allowing
visitors to relive turn-of-the-century
Dallas.

# Nightlife

West End Marketplace—The West End Marketplace is Dallas'

first festival marketplace that provides visitors hours of browsing through unique specialty stores, entertainment by jugglers and mimes, and numerous opportunities to dine on their favorite international cuisine.

Dallas Alley—Located in the West End, Dallas Alley is a multientertainment complex that consists of six nightclubs and a 40s style diner. With one cover charge, visitors to Dallas Alley can enjoy Dixieland jazz, rhythm and blues, disco, and even a sing-along piano bar.

Restaurant Row—Complete with saloon girls at The Old San Francisco Steak House and "missing ties" at the Trail Dust Steak House (the walls are covered with the remnants of neckties that have been promptly cut off when "over-dressed" patrons entered the restaurant), Restaurant Row offers a wide variety of international foods. Dave & Buster's will remind visitors of a small fair ground with its games, food, and surprises all under one roof.

# The Arts

The Dallas Museum of Art—This new Museum has three gallery "houses," an education wing and "sculpture garden." The museum's holdings include significant collections of pre-Columbian art and African sculpture. Post-World War II American art has emerged as an important collection.

**Dallas Theater Center**—The Theater Center presents a special summer series of free productions in public parks.

Shakespeare Festival—The Shakespeare Festival performs each summer in the Band Shell in Fair Park, free admission.

# Sports

Byron Nelson Golf Classic— This prestigious tournament has been the traditional start of the Texas Swing in the PGA Tour. Held in early May at the Las Colinas Sports Club, the tournament showcases some of golf's premier players.

Mesquite Arena—The Mesquite Arena presents championship rodeos every Friday and Saturday night.

# Shopping Complexes

Prestwood Town Center— Located directly across the street from the hotel, Prestwood Town Center features Dallas' own Neiman Marcus, Lord and Taylor plus 175 shops and boutiques, an ice rink and nine cinemas.

Village On The Parkway—A potpourri of 64 shops, restaurants, boutiques, and six additional movie theaters.

The Galleria—Only five minutes from The Grand Kempinski, the Galleria offers shopping at famous stores such as Gumps, Tiffany and Company, Cartier, Marshall Fields, Saks Fifth Avenue, Macy's

and the Elizabeth Arden Red Door salon.

## Public Recreation

The Dallas Zoo—The Dallas Zoo has the largest exhibit of flamingos in any public zoo and some of the best collections of antelopes, snakes, pheasants, primates and cats. An indoor rain forest has a beautiful collection of tropical birds.

Thanksgiving Square—

Downtown Dallas is the site of a unique, privately-funded park, Thanksgiving Square. Its three acres include trees, watercourses, a bell tower and a chapel, all dedicated to the idea of gratitude.

State Fair Park—State Fair Park is a 263-acre entertainment, cultural and recreational center located approximately two miles from downtown Dallas. It is the home of the annual State Fair of Texas, the largest fair in the nation.

The Dallas Aquarium—The Dallas Aquarium displays more than 300 species of fish, mammals, reptiles and amphibians with 2,000 different specimens.

Dallas Garden Center—The Garden Center has under glass displays, flower shows, horticultural services and a tropical room of 6,884 square feet.

The Science Place—The Science Place offers continually changing major exhibits as well as permanent exhibits on physical sciences and major diseases of man. It is also home to a planetarium, the "theater of the stars."



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apples, 24-hour room service, 24-hour concierge service, daily valet and laundry, wake-up service, and secretarial service. A variety of shops can be found in the main lobby including a beauty salon and barber shop, gift boutique, pastry shop, travel agency, and a retail jewelry store which sells a selection of gems at wholesale prices.

Along with The Grand Kempinski's own variety of shops, restaurants, lounges and leisure activities, the surrounding area attractions will make your spare time busy discovering over 500 boutiques and specialty shops within a two mile radius of the hotel. In Dallas, you can find almost every kind of recreation whether your interests lie in the arts or in visiting Dallas' historical sites, watching professional sports or discovering the nightlife.

Attendees can enjoy all Dallas has to offer if one knows where to look. With the help of this year's hosting chapter, Metroplex Regional Council of Dallas/Ft. Worth, the hospitality Dallas is famous for will not be hard to find.

Conference members visiting Dallas for the first time may also wonder who makes up the local chapter and what types of facilities they have to offer. At General Dynamics Recreation Association in Ft. Worth, employees have their choice of 18 holes of golf, 80 acres of jogging trails, 20 reserved picnic area pavilions or 5,000 square feet of aerobic exercise room. With 160 teams in which to join and a gymnasium with a coed fitness center and "women's only" area, the recreational activities offered are limitless.

The Vought Employees Club of LTV Corporation is in the process of designing a 90,000 square foot facility that would hold four regulation size basketball courts, indoor lap pool, nursery and conference rooms. On 37 acres, LTV offers their employees an all-weather, one mile track, four lighted tennis courts and volleyball courts, a fishing pond, a football and soccer field.

Texas Instruments has two locations in Region VI—Dallas and Lewisville and both have extensive fitness centers. The Dallas facility has an on-sight fitness center for 5,000 employees, 24 aerobic classes from 6 a.m. until 2 a.m. that accommodate all shifts, a one-mile jogging track and a variety of wellness programs such as weight control and stress management. The Lewisville plant is the pilot site for a new health promotion program called Lifetrack. It is scheduled to begin in January, 1989, and includes low-level stress tests and five fitness assessments.

The Dallas Conference is not that far off in the future; plan now and come prepared to explore the colorful Southwest and experience one of the Sunbelt's most exciting cities.

Susan Montgomery is a communications intern at NESRA headquarters in Westchester, Illinois.

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# fitness/health update

# **Prenatal Fitness**

by Ann Foster

n this age of planned motherhood, women have taken a particular interest in the health and fitness choices associated with pregnancy. Unlike generations before, women today have the opportunity to continue with most physical activities throughout their pregnancies and to enjoy the benefits of an energetic term. Through physical activity, posture and circulation are improved, muscles are toned, and tension is relieved, all of which help the expectant mother look and feel her best during the pregnancy. Physical activity throughout pregnancy also indicates that a woman is more likely to have increased energy during the delivery and a more rapid recovery after the birth. A fact often overlooked, this restoration of the woman's body back to its original prepregnancy state is of extreme importance both physically and mentally.

Since many women are choosing to work through the majority of their pregnancies, the workplace is an ideal location to offer prenatal fitness classes, instructors should be knowledgeable about how to advise the active pregnant women.

To begin, tell expectant employees to consult their doctors about what type of activities and exercises are good for them at the various stages in their pregnancy. An analysis of their current regimen will set the pace for their prenatal exercise program. Pregnancy is not the time to begin strenuous activity as that could be harmful to the mother and the baby. Such activities as water and downhill skiing are usually not recommended since they require such great balancing and coordination skills and are more prone to cause accidents. However, you can still offer expectant mothers information

about such programs, prenatal fitness programs or offer your own company's program.

For those interested in offering information about prenatal exercise classes, a variety of programs are offered through fitness centers, health spas or general childbirth education classes. They vary in quality and there is no professional certification required to teach a prenatal fitness class (although the Aerobics & Fitness Assoc. of America offers a prenatal workshop.) It is up to each participant to select a program that helps them feel good mentally and physically. Group classes do offer a chance to share pregnancy concerns. with other "mothers to be" and provide an excellent support group.

If you plan to offer a prenatal fitness class, the ideal class should have only a small number of participants to allow for individual supervision and evaluation from the instructor. The workout area should come equipped with a mirror, exercise pad and preferably something to hold onto such as a bar or rail. Each individual exercise should be preceded with an explanation of its purpose and benefit to the participant. It is essential that the class also offer instruction and practice in proper breathing and relaxation techniques, both of which are extremely beneficial not only during the pregnancy, but also during the delivery and birth.

Classes should always begin with a warm up. Since it will take longer to get the pregnant participants' muscles warmed up, initial exercises should be done slowly and completely, never forced. This reduces the risk of injury and strain to the body and helps avert the aches and pains experienced as the women's weight increases. Through regular exercise,

the body is better able to accommodate this additional strain associated with advanced pregnancy.

Exercise sessions should last approximately one to one-and-a-half hours and consist of equal amounts of stretching, aerobic activity and relaxation techniques. Since the joints and ligaments of pregnant women are already stretched and vulnerable to injury, no exercise should be performed that would cause overexertion. Each exercise should be performed slowly and create no discomfort. If a particular exercise causes a participant such pain or discomfort, check for proper form. If pain continues, advise the participant to leave that exercise out of her program. Some symptoms will indicate that a woman has overextended or overexerted herself. Advise expectant mothers to stop exercising and to consult their doctors if they have any of these symptoms:

- Fatigue, faintness or dizziness
- Pain, nausea or headache
- Irregular or rapid heartbeat
- Bleeding (this can occur during pregnancy or postnatal period)
- Back pain
- Shortness of breath
- Pubic pain
- Difficulty walking
- Persistent contractions after exercise (These are not unusual following exercise, but if they persist, the participants should consult their doctor.)
- Persistent severe headaches
- Severe nausea or vomiting
- Infections including colds or other viral/bacterial infections
- Anemia (low blood iron).
   Doctors will check for this throughout pregnancy and again before releasing the mother from the hospital. Lack of energy is a

common symptom, but advise participants to notify their doctors of such feelings.

- Excessive fatigue
- Sudden swelling of ankles, feet, hands and face
- Vaginal discharge
- Swelling, pain and redness in the calf of a leg

Be realistic about your pregnant participants' condition and vary your program accordingly. Each class participant will not react to the exercises the same way and what is good for one might not be good for another. Remind participants that they are not out to climb mountains, but to prepare their body for a comfortable and enjoyable pregnancy and postpartum condition. For best results when women are active during pregnancy the following precautions should be taken:

- Remind participants to never hold their breath during exercise.
- Advise expectant women to keep caloric intake up to meet not only the extra energy needs of pregnancy but also the exercise performed.
- Tell participants to drink plenty of fluids before and after exercise to avoid dehydration. Also provide a break for them to replenish fluids.
- Teach participants to monitor their maternal core temperature and not to allow it to exceed 38 degrees centigrade. Also teach them to monitor their heartbeat, and to not allow it to exceed 140 beats per minute.
- Delete exercises done in the supine position from the routine, especially after the fourth month of gestation is completed to prevent impeded oxygen and blood flow. The following exercises should also be excluded in a prenatal fitness program:
  - trunk rotations with straight legs in standing position
  - double straight leg raises while lying on back
  - exercises that exaggerate the hollow of the lower back

- deep knee bends—up and down
- touching toes from standing position without bending knees
- the plow
- scissors

In addition, recommend that pregnant women avoid saunas and steambaths since their blood pressure is probably lower while they are pregnant and it may cause dizziness.

Whether you are instructing a prenatal fitness class or whether you are simply providing information, it is important to advise mothers-to-be to:

- Always consult their doctors before taking on new activities
- Remember that the activity should be enjoyable
- Begin all activities gradually and at a comfortable pace
- Take frequent relaxation breaks and remember to drink adequate fluids while exercising
- Be disciplined enough to stay with the program, but do not push to overexertion
- Gauge activities based on how they feel—some days they will feel abundant energy and others fatigue.

Encourage participants that while the benefits of prenatal exercise are seen throughout the pregnancy, one of the greatest values of these exercises will show up after the baby's birth. If a regular exercise program has been established prior to delivery, it will be much easier to continue with exercise during the postpartum "shape up" period. Explain to participants that a healthy, active muscle regains its shape, flexibility and functions more rapidly than a neglected muscle. Nature does take care of the muscle changes within a woman's body after the birth of the baby, but only she can make the changes in the condition of these voluntary muscles.

A well planned exercise program will make your pregnant employees look and feel healthy and have an increase in the awareness of their changing bodies. By advising expectant mothers to consult their doctors, listening to their bodies, and using common sense while exercising, this special time in their life will be more enjoyable and rewarding.

Ann Foster is employee activities coordinator at Duke Power Company, Charlotte, North Carolina.

#### Sources

- 1. Fitness & Pregnancy produced by *Fitness Canada*, Ottawa, Ontario. July 1986.
- 2. Aerobics and Fitness Association of America (AFAA), Sherman Oaks, CA.

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League of Federal Recreation Associations/ Washington, D.C. Trip Shriver—(202) 479-0089.

\*Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

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Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge—(301) 681-4183.

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Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 557-6543.

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\*Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3494.

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The 1989 NESRA Conference and Exhibit will be held May 3-7, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA headquarters—(312) 562-8130.

September 22–25, 1988. NESRA Region VII Conference and Exhibit. Sheraton Universal, Universal City, California. Contact Bob Pindroh—(818) 847-5035.

November 3-5, 1988. NESRA Region II Conference and Exhibit. Holiday Inn, Independence Mall, Philadelphia, Pennsylvania. Contact Jim Alexander—(609) 547-8284.

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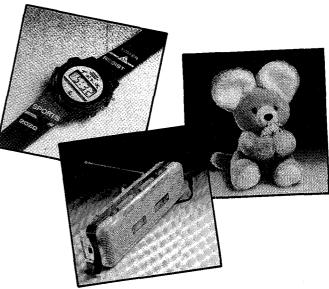
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### In this issue...

- Creativity, volunteerism, enthusiasm, organization. . . All are elements of successful employee services programs. Regardless of company size or extent of programs, these components remain the same. Read this month's cover story, Large-/Small-Company Programming; Composed of the Same Elements," for a profile of one of the leading recreational organizations in American industry and insight into resources used by smaller companies to offer more programs than thought possible.
- Joy in the Workplace? Of course! And a little laughter, humor, fun and playfulness, too—all leading to increased quality of life at work. A new management attitude is now capitalizing the benefits of a psychologically balanced and happy employee. Quality of life programs are going beyond fitness worlds and into programs and strategies to help employees find a complete recipe for personal wellness that includes: feeling good, looking good and having more joy in life. Turn to "Joy. . . In the Workplace?," to learn the role ES&R managers play in enriching employee lives.
- The entrepreneurial spirit exists in every human being starting at birth and continuing partway through childhood. The intrapreneurship commitment is a way to reconcile that creative spirit within the corporate structure for the purpose of innovation and growth. Read "Intrapreneurship: Making it Happen," to learn how this "philosophy" can increase morale and productivity.
- Also in this issue, find out about NESRA's "Go for the Gold" membership contest in the ESM Bulletin; read the response to this month's Viewpoint which asks the question, "Are you searching for an identity within human resources?" In addition, read about the Amateur Athletic Union programming opportunities in the Fitness/Health Update, and take a look at an extended edition on Associate News.

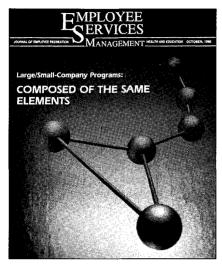
#### Next issue

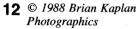
THE ART OF COMMUNICATION IN THE ES&R FIELD ◆
 ORGANIZING YOUR DEPARTMENT ◆ INVESTING DEPARTMENT
 MONEY ◆ WHAT ARE EMPLOYEES EATING?/ CORPORATE
 OFFERINGS

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# JOIN THE NESRA TEAM AND GO FOR THE GOLD! NESRA MEMBER-GET-A-MEMBER CONTEST

November 1, 1988 through January 25, 1989

- ★ Everyone who sponsors a new member wins a prize. Just like in the Olympics, we have three different categories; Gold, Silver, and Bronze.
  By the end of the contest, if you sponsor –
  1 to 5 members, you receive the "Bronze" Award
  6 to 10 members the "Silver" Award
  10 plus members the "Gold" Award
- ★ In addition, there are top prizes that will be awarded through a random drawing. Sponsors are automatically entered in the drawing each time they submit a new NESRA member. Sponsoring 10 new members means 10 chances to win the top prizes! These top prizes are limited to one per individual.
- ★ The NESRA membership committee will conduct the random drawing at the winter board of directors meeting. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.

- ★ The sponsor's name MUST appear on the application form to receive credit for the new member.
- ★ All entries must be postmarked between November 1, 1988 and January 25, 1989.
- ★ The membership contest is open to all categories of NESRA members, except employees of NESRA Headquarters and its affiliates or advertising agencies. Some restrictions may apply. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- ★ All prizes will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. Void where prohibited by law.

CALL NESRA HEADQUARTERS OR YOUR CHAPTER OFFICE TODAY FOR MORE INFORMATION ON THIS EXCITING CONTEST.

NESRA Headquarters 2400 South Downing Avenue Westchester, IL 60153 (312) 562-8130

JOIN THE NESRA TEAM AND GO FOR THE GOLD!

# ESM bulletin

# **NESRA's membership contest**

by Kathy Carney, CESRA

embership is the life's blood of any organization. When it comes to our membership, bigger is better. The more members we have the more clout for offering the best discounts and services; the more expertise to draw upon; and an increase in program ideas and coordination. NESRA is the only professional association in our field.

What is the goal of the 'Go For The Gold!' contest? Our goal is to increase membership by 350 members.

#### How long does the contest run?

Since the contest is aimed at recruiting new members for next year, the contest dates are November 1, 1988 through January 15, 1989. New members who join now can receive the benefits and services right through 1989.

Who is eligible to participate in this contest? The membership contest is open to all NESRA members. Employees of NESRA headquarters and advertising agencies are not eligible.

# In which categories of membership should I sponsor a new member?

Eligible membership categories include General, Chapter, Associate and Academic.

#### What's in it for me?

Plenty. Not only will you benefit from an ongoing basis by the addition of new discounts and services offered and a network of professionals for idea exchanges but, you can also win prizes.

In addition, there are top prizes that will be awarded through a random drawing. Sponsors are automatically entered in the drawing each time they submit a new NESRA member. The top prizes are limited to one per individual.

#### What prizes will be awarded?

Please refer to this issue of *EMPLOYEE SERVICES MANAGEMENT* for the list of prizes.

#### When will the prizes be awarded?

The top prizes will be drawn at the NESRA winter board of directors meeting, February 1–3, 1989. Only applications postmarked by January 25, 1989 will be eligible.

#### How do I get credit for sponsoring a new member?

Your name MUST appear on the new member application form to receive credit. Place your name on the form prior to giving the application to the prospective member. Either Chapter or NESRA application forms are acceptable.

# Will promotional materials be available for our use? Yes. Simply call NESRA headquarters at 312/562-8130 and request any or all of the following: brochures, application forms, *KEYNOTES* newsletters and

EMPLOYEE SERVICES MANAGEMENT magazines. If you will be sponsoring a new member within your chapter, contact your chapter for application forms.

### Does a check have to be included with the completed application form?

No. Many companies require an invoice. NESRA headquarters or, where applicable, chapter offices will send an invoice, if requested.

#### How do I identify a potential member?

It could be someone who manages the discount ticket program for the company down the street or the person who runs the fitness program for the company in the next town. Or it could be someone you met at a recent Chamber of Commerce meeting or at a meeting of a local personnel association.

### What points should I stress when discussing membership with a potential member?

You should stress the networking opportunities which are available, the idea sharing which occurs at NESRA conferences, the discount programs available through NESRA suppliers, *EMPLOYEE SERVICES* MANAGEMENT magazine, *KEYNOTES* newsletter, and the availability of NESRA headquarters to answer programming questions and concerns. If you belong to a local chapter also stress the monthly meetings, local discounts and local networking.

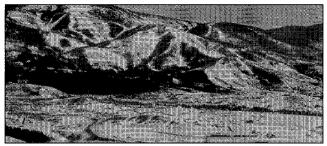
#### Can you give me a step-by-step approach?

- Identify the potential member(s).
- Discuss the benefits of joining NESRA and/or your chapter. Explain what NESRA and/or your chapter has done for you.
- Offer to send materials explaining the benefits of membership.
- Call NESRA headquarters and/or your chapter office for the information.
- Print your name as the sponsor on the application form.
  - Give it to the prospective member.
- Follow up with a telephone call with an invitation to join.
- When the application form is received by NESRA you will receive immediate credit.
- Your name will be entered into the top prize drawing.

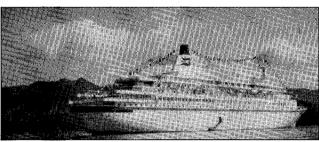
Why do you use the Olympic theme for the contest? NESRA is very team oriented. The Employee Services, Recreation, Health & Fitness field relies upon the team concept. Everyone is part of the team and to be strong and win, everyone must participate. NESRA helps make our companies strong, competitive and productive which in turn helps our country. Don't sit on the bench.

# GO FOR THE GOLD

### .. For These Fine Prizes



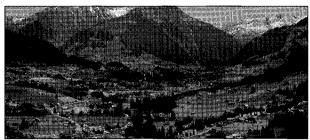
Ski fabulous Steamboat Springs, Colorado during "NESRA Ski Week" in January, 1990. Package includes round trip air transportation for two to Steamboat Springs, seven nights deluxe condominium accommodations and five day lift tickets. Compliments of ORGANIZERS, ETC., INC.



Four day/three night Caribbean cruise for two leaving from Florida, courtesy of MHS MARKETING. Airfare not included.



Four day/three night stay for two at the Nassau Beach Hotel located on Cable Beach, Nassau, Bahamas. Compliments of TRUSTHOUSE FORTE HOTELS—CARIBBEAN & BERMUDA. Airfare not included.



Four day/three night stay for two at the Hotel Splendid in Interlaken, Switzerland including daily breakfast. Compliments of ANGERSBACH INTERNATIONAL TOURS, INC. Airfare not included.

- Eight day/seven night stay for two at the Floridian Hotel in Orlando including the use of a rental car. Donated by TRANS GLOBAL TOURS. Airfare not included.
- Isotoner gloves and Isotoner slippers, courtesy of ARIS-ISOTONER, INC.
- Ray-Ban Leather Sunglasses from BAUSCH & LOMB.
- Gourmet fruit basket, compliments of J. B. BENTON ADVERTISING, INC.
- Black & Decker Car Vac's, donated by BLACK & DECKER USA, INC.
- Three day/two night stay for two at the Marco Beach Hilton, from BREAKAWAY INCENTIVES, INC. Airfare not included.
- Rhino brand bowling ball from BRUNSWICK RECREATION CENTERS.
- Cobra telephone answering machine, courtesy of CSC MARKETING, INC.
- Catalina Island Vacation for two, courtesy of CATALINA CHANNEL EXPRESS. Includes round trip passage aboard the Catalina Express and two nights stay at the Pavilion Lodge, courtesy of SANTA CATALINA ISLAND COMPANY, and tours.
- Two round trip fares to Catalina Island aboard the Fast-Cat Express, from CALIFORNIA CRUISIN', INC.
- Two night stay at the CONESTOGA HOTEL in Anaheim, California. Airfare not included.
- Camera bag filled with camera supplies, courtesy of EMPLOYEE PHOTO SERVICE, USA.
- Three day/two night stay at the ENCLAVE SUITES AT ORLANDO. Airfare not included.
- One pair of subscriptions to the 1989 Season at the Hahn Cosmopolitan Theatre in San Diego, courtesy of GASLAMP QUARTER THEATRE COMPANY.

- Admission passes to GLEN IVY HOT SPRINGS in Corona, California.
- Solid 14K Gold 18" cultured pearl necklace, compliments of GROUP INCENTIVES, INC.
- Officially licensed satin sports jackets, from GUILFORD PRODUCTS, INC.
- Gold chain necklace and earrings, donated by JEFF HALLMAN & ASSOCIATES.
- Minn Kota Trolling Motor and Plano 3-tray tackle box, courtesy of JOHNSON LEISURE INCENTIVES.
- Weekend for two at the MAYFAIR SUITES HOTEL in Atlanta, Georgia. Airfare not included.
- Two night stay for two at the MILFORD PLAZA HOTEL in New York. Airfare not included.
- Two five day adult lift tickets from MOUNT SNOW in Vermont.
- One day whitewater rafting trip for two on the New River Gorge, courtesy of MOUNTAIN RIVER TOURS, INC.
- Framed "Dawn Flight" limited edition Gene Galasso painting, compliments of NATIONAL RIFLE ASSOCIATION.
- Silverplate ice bucket from **ONEIDA SILVERSMITHS.**
- Three day/two night stay for two at PIRATE'S COVE BEACH LODGE in Daytona Beach Shores, Florida. Airfare not included.
- Three hours of limousine service, courtesy of PRESIDENTIAL LIMOUSINE in San Diego.
- Mini-weekend at QUALITY HIGH Q HOTEL in Orlando, Florida. Package includes admission for four to SILVER SPRINGS & WEEKI WACHEE in Silver Springs. Airfare not included.

- One night stay (Saturday) aboard the Hotel Queen Mary for two. Includes Sunday brunch and admission to Queen Mary and Spruce Goose attractions. Compliments of QUEEN MARY & SPRUCE GOOSE ATTRACTIONS.
- Quest Card which entitles bearer to receive a 50 percent savings at participating hotels nationwide.
   Compliments of QUEST INTERNATIONAL.
- "San Diego Wild Time," courtesy of SAN DIEGO ZOO & SAN DIEGO WILD ANIMAL PARK. Package includes hotel accommodations at the Bartell Hotel for three nights, passes to the zoo and wild animal park and use of an Avis rental car.
- Two numbered lithographs entitled, "Tribute to Killer Whales . . . and the World We Share," courtesy of SEA WORLD OF SAN DIEGO.
- Four day/three night stay for two at the SHERATON-LAKESIDE INN in Kissimmee, Florida. Airfare not included.
- Admission passes for four to SIX FLAG'S MAGIC MOUNTAIN. Includes a one night stay at the Ranch House Inn.
- Three pound solid milk chocolate champagne bottles, chocolate red roses and Amagift albums, courtesy of SUPERIOR PRODUCTS AND GIFT SERVICES.
- Giant stuffed animals, courtesy of SWERSEY'S CHOCOLATES AND GIFTS.
- Mickey Mouse watches, compliments of WALT DISNEY'S MAGIC KINGDOM CLUB.

Each individual sponsoring new members between November 1, 1988 and January 25, 1989 will receive a Bronze, Silver or Gold prize depending on the number of new members they sponsor. It's NESRA's way of saying, "Thanks for a job well done."

# news in brief

# **Budget Hotels for Business Travelers**

Budget hotels, once used only by families pinching pennies, have begun upgrading their services to attract frequent business travelers, reports the *Wall Street Journal*.

Now some upgraded budget hotels offer services such as local phone calls on the house, free in-room movies and credit card room payment.

These hotels are the fastest-growing segment of the \$50 billion lodging industry and some of them are offering these services to attract the nation's 72 million frequent business travelers.

By 1990, one out of every five hotel rooms are expected to be a budget type compared to one in 20 in 1980.

Yet, many business travelers say the services stated above do not compensate for the lack of restaurants and room service. Still others choose to stay in posh hotels as long as the company foots the bill.

On the other hand, some business travelers feel that they do not spend much time in their rooms and therefore they do not find it necessary to pay a luxury hotel rate of \$100 a night when they can pay from at least \$10 to \$20 less a night at a budget hotel. In some budget hotels, rooms rates are as low as \$20 to \$40 a night.

In addition to providing competitive rates, some budget hotels are equipped with a hospitality room with free continental breakfasts and at night, a free drink. One budget hotel promotes a "business king" type of room featuring free computer hookups, and oversized workdesk and access to a fax machine. With these newly added amenities, there are some trade-offs. For example, some business travelers report that budget hotel rooms are not as clean

as those hotels in which they are accustomed to and that the hot water in more likely to turn cold in the middle of a shower. With some hotels located in a less desirable part of town, some businesswomen also worry about their safety when leaving their hotel.

Yet, budget hotels try to lure budget-minded executives with extra services. However, it is with the addition of these amenities that budget hotels may eventually price themselves out of the market.

# Meditation at the Office

Both companies and employees can benefit from employees performing Transcendental Meditation (TM), reports *The Plain* Dealer.

One company introduced TM in all levels of its corporation from 1983-



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# news in brief

86. During that time sales increased 120 percent, profits climbed 520 percent and absenteeisms of the hourly workers decreased 85 percent during the first six months of the program, and sick days among all employees who tried TM dropped by 30 percent. With the reduction in sick days alone, insurance premiums went down.

Once only recognized among college students, TM is gaining popularity among employees from professionals to blue-collar workers. Now there are more than 3 million meditators.

In a recent study, those who were over age 40 and practiced TM had 74 percent fewer doctor visits and 69 percent fewer hospital admissions.

While meditation can be very soothing, one should not expect immediate results since it takes about a month to develop the technique. There are over 200 centers teaching

TM across the country. One center conducts four individual sessions with an instructor after two introductory lectures, charging \$390 for an adult membership.

Some doctors recommend TM for patients with stress-related problems like hypertension and anxiety. For others, TM offers the following benefits:

- an inner creativity tap
- improved relationships
- reduced substance abuse
- lower blood pressure
- lower breathing rates
- improved self concept
- increased productivity

#### **Early Return to Work**

Heart attack patients can return to work earlier than previously thought desirable if they are identified as having a low risk of recurring heart problems, according to the January issue of *Journal of the American Medical Association*.

Patients in a special occupational evaluation program return to work at a median 51 days after their heart attacks, compared to 75 days for patients in a control group. Both groups had strikingly low rates of recurring heart problems in the six months after their heart attacks.

Another recent study involved 201 male heart attack patients, at five medical centers in San Francisco. All participants volunteered, were age 60 or younger, and had been employed full time at least three months and had undergone heart attack treatment judged to be clinically uncomplicated.

The return to work for those in the evaluation group was an average of 32 percent earlier and those patients averaged \$2,102 more in salary than those in the usual-care group during

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the six months after their heart attacks.

At six months after their heart attacks, 92 percent of the patients in the evaluation group and 88 percent in the control group were working either full or part-time. The rate of cardiac death and nonfatal heart attack was low in both groups—2 percent in the evaluation group and 5 percent in the control group.

The treadmill test identified a small number of high risk patients, but the researchers noted "primary physicians perceived a significantly greater risk" than was predicted by the researchers or that actually occurred in the six-month follow-up.

In contrast, the predicted risk according to those models developed by the researchers was 5 percent for death or heart attack within six months—and the actual rate of occurrence was 3.5 percent.

Researchers also noted that the

time at which heart attack patients go back to work in usual care "has not really changed over the last decade . . . this shows that they can go back to work earlier."

#### **Women Executives**

Although women executives are making sure they receive equal compensation packages to their male counterparts, they are less likely to negotiate features designed specifically for women, reports the Wall Street Journal.

For example, women executives could benefit from differently structured pension packages since women outlive men, but few women ask for this. They would probably prefer day-care benefits over country club memberships too, but this benefit swap is unusual.

Women executives do not speak up on these issues because they don't

feel male executives would make the same request. In the past, child care has always been the women's personal responsibility. Another factor keeping women executives from negotiating is that compared to the 1970s, they now see less of a corporate push to place women in the fast-track managerial positions.

#### Video Travel Brochures

Videos of hotel rooms, resort grounds and travel destinations will soon be available to travel agents, reports the March 18 issue of *Insight*.

Travel agents will also have the capability to call up maps and highlight specific hotel locations in addition to providing video snapshots or moving pictures of accommodations and attractions.

Companies using this system may also create customized color

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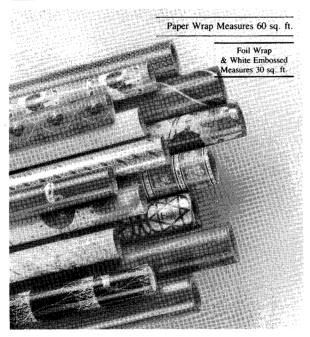
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### news in brief

brochures and information packets tailored to a specific travel itinerary.

One computer reservations network serving some 7,100 travel agencies is expected to offer this service late this year.

Another company which developed a reservations system used by approximately 14,000 agencies will offer a slightly different version of this service to be used by consumers. Mounted in a telephone-booth-like structure and with a touch-screen video monitor, this new system will show motion pictures of vacation packages. It can also be used to order tickets and make other travel arrangements.

#### **Family Over Work**

When Americans, Europeans and the Japanese were asked to rank 10 "things that affect your lifestyle," Americans listed children's education, family life and health as their top concerns, reports the Wall Street Journal.

Family life, friends and relatives gave Americans the most satisfaction. Work ranked eighth in importance and seventh in satisfaction.

Unlike Americans, Europeans ranked work as the fourth most important aspect of their lives and the sixth most satisfying. "The American commitment to the work ethic may be a thing of the past," concludes the research firm which conducted this study.

#### **VDTs and Miscarriages**

A new study linking video display terminals (VDTs) and miscarriages is met with debate among obstetricians, reports *USA Today*.

A recent study says that pregnant women who use VDTs for more than 20 hours a week are almost twice as likely to miscarry as other office workers. However, job stress or sitting in one place too long are other

# news in brief

factors that can be related to the increased incidence of miscarriages.

After one obstetrician appeared on a local TV show discussing this study, he received 20 phone calls from viewers who were interested in more information on the issue. Saying that he doesn't know exactly what this study means, the obstetrician suggested that pregnant women move around occasionally when working.

A random phone sampling revealed that other obstetricians did not receive any such inquisitive calls.

Another obstetrician who studied workplace hazards says that previous studies indicate VDTs pose no increased risk of miscarriage and he remarked that further study on the matter is needed.

#### **Split-Shift Parents**

More and more parents are adopting the split-shift practice to

take care of their children, reports the Wall Street Journal.

Based on a study of 800 young (19 to 26) working men and women with working spouses and pre-school children, one sociologist found "a remarkably high" percentage of splitshift couples, with one parent home while the other is on the job.

In 45 percent of the cases, if the mother works full time, she or her spouse works non-day shifts such as evenings, nights, or rotating. In 57 percent of the cases, a split-shift couple appears when the woman works part-time since the part-time work is often non-day work.

It is more likely that a father will provide child care when the mother works non-days. This is expected to become more common since many female shift workers are in the fast-growing service sector, working as nurses, cashiers, cleaners and waitresses.

Experts also suggest that increased

male participation in child care may be a result of structural changes in the family rather than from ideological changes about children's needs.

#### **Travel for Recovering Addicts**

The travel industry is expanding to meet the needs of a new group: recovering addicts, reports *USA Today*.

Recovering alcoholics, workaholics, sexaholics, foodaholics or drug addicts can now book adventure trips to exotic destinations with a mix of group therapy, relaxation and spirituality.

These trips offer recovering addicts and their families a chance to examine what they have gone through and to develop plans for the future.

Getting away from their addictions forces recovering addicts to have fun without the addictions.

# **COLORADO SKI WEEK FOR NESRA MEMBERS**



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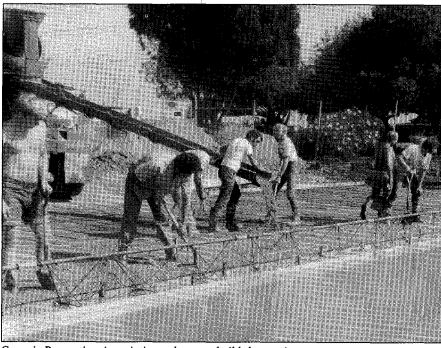
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### Large-Company Programming

by Brian Stevens

mployee services and recreation associations face the tremendous challenge and demanding task of providing programs, events, and services designed to meet the diversified needs and special interests of a large number of employees. General **Dynamics** Convair Recreation Association (CRA) located in San Diego, California, has been successful in meeting these needs for the past forty years. The following article profiles and gives insight into the components of this large-company program—which contains many of the same elements (or philosophies) as the small-company ES&R program.



Convair Recreation Association volunteers build the tennis courts.

The CRA has received national recognition as one of the leading recreational organizations in American industry and is unique in that it is an employee association completely financed and controlled by the employees. The nonprofit CRA derives income from a negotiated percentage of the profit generated from vending machines located throughout all General Dynamics facilities in the San Diego area.

The CRA is governed by an employee council which is comprised of club commissioners, representatives, committee members, officers and immediate past officers. All council members are General Dynamics employees. Appointed annually, the council members volunteer their time.

A professional staff manages the daily CRA business and administration. The staff makes recommendations to the employee council regarding capital improvements, financing, and policies.

The employees of General Dynamics in San Diego enjoy one of the nation's best year around recreation areas. Through the CRA employees, family members, and retirees can make the most of these recreational opportunities since employment with General Dynamics in San Diego includes automatic CRA membership.

The association offers diversified programs, extensive facilities, and services to its members. A 19,000square-foot clubhouse is headquarters for most clubs and activities. Next to the clubhouse is Missile Park, where there are lighted tennis courts, multipurpose and softball fields, a jogging track, and a large 27-acre tree-shaded park with picnic areas, a snack bar, and play equipment, including a merry-go-round and miniature railroad. The health/fitness center, housing one of the top corporate wellness programs in the United States, has three locations serving CRA members.

Vitamins, photo finishing, clothing, and gifts are among the goods and services available through the CRA mini stores. Employees can purchase discount tickets to amusement parks, sporting events, concerts, movies, and special events; the CRA store personnel are always adding to the selection.

CRA Travel offers the best in leisure travel at discounted rates. In the mountains, one hour east of San Diego, is Pinecrest. This 89-acre hideaway offers camping, hiking, and swimming for CRA members.

CRA also offers complete food and beverage service, catering department and retirement parties, employee gatherings, and the annual division picnics. Facilities and services are constantly expanding to keep pace with the recreation needs and demands of the membership.

#### **CLUBS**

San Diego, California, offers everything a recreational enthusiast could ask for, and the CRA clubs capitalize on the year round recreational opportunities. For sailing and water skiing there's the bay. For fishing and scuba diving, there is the ocean and fresh water lakes. Clubs can pick and choose the scenery and terrain they wish for outings: desert, mountains, beaches, or plains. The Travel Trailer Club can have a trip to Mexico and return in one day. Among winter events for the Ski Club are one-day outings to the Lagunas and longer stays at Mammoth and Tahoe.

Currently there are 50 operating CRA clubs ranging from bowling and windsurfing, from bridge to sailing, from ballroom dancing to skiing—and just about everything in between. In addition to basic activities, the clubs offer tournaments, social

functions, lessons/training, lectures, exhibitions, and other events designed to promote interest, enthusiasm, and participation.

#### **TRENDS**

It has been the CRA's experience in fostering recreational activities and programs, to not only observe but actively participate in the many changes recreation has experienced over the years. In fostering a progressive recreational program, the CRA must also anticipate the recreational demands of the future.

What has remained consistent throughout the years is the correlation between recreational interests and social consciousness. In recent years we have become a very "I-oriented" society and our recreational activities have followed. Where the focus had previously been on group and family-oriented activities, it is now focused on

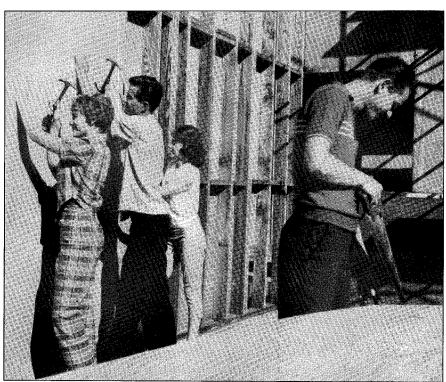
individual participation.

The clubs and activities that are successful today are those that are serving the participants' self interests. This can include the opportunity to use equipment that individually no one member could afford; (i.e.) photo processing, video editing, amateur radio, etc. Many take advantage of the group rates offered through club participation, making it possible to afford weekend ski trips, overnights, etc.

Recreational activities such as windsurfing and water skiing are individual activities but require a great upfront cost in equipment. Through club participation members can afford to participate in recreational activities that may otherwise be out of reach.

#### **VOLUNTEERISM**

Most of what we have at the CRA today was built by employee



CRA volunteers build their clubhouse in 1950.

Clubs offer more than just a pastime, which is related in Commissioner John Duncan's recollection of the CRA Rockhounds:

The CRA Rockhounds club was organized in about 1949–50 by a small group of people interested in trips to look for new materials in the desert and in making jewelry and other decorative items from the materials found. In the early days, the group traveled in ordinary automobiles and carried a portable canvas shelter outhouse with them. Today, many have fully contained motorhomes pulling small pickups or large trailers pulled by four wheel drive vehicles.

Over nearly 40 years, the club has grown from the original five or six families to the present, slightly over 100 families. We have at least two second-generation families in the club!

We still go on monthly field trips to rock hunting areas in the desert and mountains. Trips vary from one-day excursions to nearby mines and mineral localities to week-long trips to Arizona, Baja California, etc.

The workshop is very well equipped for cutting slabs from rocks and grinding and polishing jewelry items. We also have equipment for silversmithing, casting gold and silver jewelry, and lapping flat items such as pen sets and bookends.

Members have a variety of other related specialized interests, such as mineral or fossil collecting, faceting, carving gem stones and making large items such as spheres, lamps and tabletops from gem stone materials. Gem, mineral and jewelry shows are hosted periodically and members have the opportunity to display their work.

Commissioner Denby Jones remembers the Kearny Mesa and Pacific Railroad:

The Kearny Mesa and Pacific Railroad, the miniature railroad that encircles Missile Park, was built in the early 1960's by a group of dedicated train buffs, who were people with a vision of something unique for future generations of General Dynamics employees and their families. Did they succeed? They certainly did. In fact, last year, with a small ceremony, a lifetime pass was given to the 500,000th passenger.

The locomotive was built entirely in the plant using volunteer labor working after hours. It is an exact scale model of an Electromotive GP9 (General Purpose diesel), which is still used by nearly all the nation's railroads. It is built to a scale of 3 inches to the foot, runs on one-half mile of track spaced 15 inches apart, weighs in at 6,600 lbs., and is driven by a four-cylinder Ford diesel engine with hydraulic drive. The cars are scale models of various open top freight cars weighing in at about 1,800 lbs. each. The train can accommodate 75 to 80 adults and travels approximately 10 miles per hour.

Operators of similar railroads, both private and commercial, have come from all over the country to study and admire the engineering, workmanship, and adherence to scale. They have taken home with them ideas to improve their operations, and left us with ideas to improve ours. It is truly one of a kind, and the "Pride of Missile Park" is one of the preeminent miniature railroads of its kind in the country.

volunteers. During World War II, CRA employees would gather in the hallways during break periods to play shuffleboard and pitch washers into containers. A group of employees went to the company and requested a recreational department be founded. The company denied the request but did agree that the employees could use the vending machine profits to fund their own recreational activities.

In addition, the company donated the use of an old wooden temporary building to the employees. Using the vending machine money the employees fixed up the old wooden building, purchased a pool and table tennis tables; thus, in 1948 the Recreation Association was founded.

A sense of family and camaraderie drove the employees of the late 40s and early 50s. Clubs and activities were designed as social events. As the employee fund increased, the membership decided to purchase a small picnic park on the outskirts of San Diego. Here, employees and their families could picnic, barbecue, pitch horse shoes, and enjoy each others' company.

Later, this park was sold to purchase Pinecrest. In 1958 the employees decided to build Missile Park. They negotiated a long-term agreement to use a 27-acre parcel of barren land adjacent to the General Dynamics Kearny Mesa facility and proceeded to ask for volunteers. Entire departments would gather to construct buildings, plant trees, pour concrete and whatever else it took. Because of employee volunteers, CRA members today enjoy the finest private park in San Diego.

Volunteerism is not a strong component of today's workforce. Employees tend to ask "What's in it for me?" To build a recreational association as diversified and complex as the CRA in today's environment would require a great deal more financial assistance as the offset in volunteerism would be less than it was in the 50s.

However, today's employees are willing to contribute if they can realize a return in their investment. Offering incentive programs designed to promote volunteerism can help attract and encourage employees to

participate. Whether it be special recognition, privileges, gifts, or money, offering a "reward" can help. Something as simple as giving a volunteer a hat as a token of appreciation can go a long way in promoting volunteerism. There may be no such thing as a free lunch, but the CRA has found that a "burger and a beer" is reward enough for many a volunteer!

#### **TRANSITION**

Clubs come and go. It is a natural process. Clubs that maintain their posture throughout the years are those that offer an activity that has an ageless interest factor and those that are sensitive to the "current" needs and interests of the employee population. A prime example is the CRA sailing club. This club continues to grow, offering its members new services, activities, and events. The more experienced sailors assist the novices and everyone chips in to maintain the fleet. Young and old alike, male and female, singles, couples, and families all can enjoy the thrill of sailing.

Many factors influence the longevity of a club, but satisfying "current" interests remains number one. Many of the original CRA clubs, which were formed in the 40s, 50s, and 60s, exist today primarily because of retiree membership. These clubs have remained virtually unchanged throughout the years, maintaining original membership but having great difficulty recruiting new members. As natural attrition takes its course, these clubs will experience significant decline.

Interest in arts and crafts is diminishing. Clubs centered around this kind of activity are experiencing difficulty in recruiting new members.

Modernization and economics have affected clubs. The CRA at one time had a large thriving Hi-Fi club. Members were afforded the opportunity to use state-of-the art Hi-Fi equipment without experiencing the financial burden. However, as Hi-Fi eventually became stereo and electrical components became affordable members began to

purchase elaborate home systems and the Hi-Fi club faded away.

As members' interests change, new clubs are formed. It is true that the CRA no longer has a Hi-Fi club, but who in 1950 would have imagined placing a sail on a surfboard and riding the waves? The CRA has many newly formed clubs including: windsurfing, Kendo-Japanese swordsmanship, computer clubs, scuba, and skin diving, to name a few.

#### THE FUTURE

The trend in recreation today is individual participation and increased emphasis toward health and fitness. The CRA's health fitness center has grown at a tremendous rate over the past few years and continues to attract new members. Employees have grown accustomed to the continual updating and expansion of programs that the CRA has provided. Longer operating hours, expanded programs, advanced equipment, exciting seminars, and special events continue to stimulate interest, participation, and growth.

As the whims and concerns of society change, so will employee recreational interests. We are starting to see a re-emergence of the "family" as a primary focus. The baby boomer generation is settling down and returning to the traditions they enjoyed as children. As the priorities shift from serving individual needs to satisfying a broader family orientation, activities will once again begin to foster group and family participation.

The future of meeting employee recreational needs holds many challenges and opportunities. It is exciting to work in a field of constant change and demand. As we move into the future, the CRA will continue to offer programs, activities, and services designed to satisfy the interests and incite employee participation.

#### THE MAGIC FORMULA

It starts with an idea! The key is a "take charge" person with the drive

to make it happen. There have been many attempts at starting organized activities and clubs that have failed because they didn't have one or two people that were willing to dedicate the time and energy needed to generate interest and foster participation.

Advertising is essential; get the word out through posters, flyers, word of mouth, any and all ways possible.

Schedule two or three meetings and see who turns out. As interest builds "membership," the group may plan a preliminary event. For instance, in starting a ski club it might be decided that everyone will meet on a particular day and car pool to the local ski area. As the membership grows, more efficient methods can be incorporated, discounts explored, etc.

Once enthusiasm is built and membership is established, a representative of the group can approach the recreation association requesting to become a commissioned club. New clubs are formed by application to the Employee's Council. Each club abides by the constitution and bylaws of the Convair Recreation Association, but does establish its own set of club rules, elects club officers, and sponsors club events. The CRA in turn provides resources, guidance, and support.

#### A FINAL THOUGHT

The direct correlation between social consciousness and recreational interests is evident in observing trends. Take the time to thoroughly evaluate the current employee population's needs, interests, and concerns. Consider these factors in the design and implementation of recreational programs and employees will continue to actively participate and support their employee services and recreation association.

Brian Stevens is the administrator of the General Dynamics Convair Recreation Association, San Diego, California.

### Small-Company Programming

By Kathy Ahern

.k., here's your problem: you have no budget and no facilities, but you're responsible for running quality programs for your company. What do you do? Robbing a bank is out of the question. So, instead of focusing your energies on a hold-up scheme, get creative and start programming. It's amazing what you can do when you really put your mind to it (haven't we heard that one before) and remember, "Variety is the spice of life" (no more cliches, promise).

One of the advantages of working for a small company is that you have the opportunity to get to know your co-workers rather intimately. If new employee orientations are held in a group format, you can start the sessions off with a bang by describing your programs. This process serves as an icebreaker and certainly "psyches up" the new troops. If orientations are individualized, make it a point to visit with the new employee and personally tell him/her about you and your role with the company. You'll have guaranteed success because now the employee knows the company cares about him/her not only as a member of the staff, but as a person as well. Now, let's figure out what kind of programs we're going to offer so we have something to promote at the orientation!

#### **DISCOUNT PROGRAMS**

Administering a discount program can be virtually task-free, thanks to the support of NESRA and chapter associate members. Many associates structure their programs so that the busy employee services representatives do not need to devote a lot of time in order to achieve success. As long as you abide by your company's policy (if there is one relative to this program), have a place to safely store your discount materials and have a way to communicate or advertise what discounts are available—it's a pretty sure bet that you have one program all ready to go.

Certainly not to be forgotten is the group buying power your chapter membership affords you. Let's take ticket sales, for example. Say goodbye to meeting minimums because your chapter can book blocks of tickets to events knowing that they will be available to thousands of employees representing chapter members rather than the 100 or so employees in your company.

If your chapter does not already do this, ask the board of directors if this service can be added or "piggyback" with a larger company in your chapter. Selling tickets and other items that require minimum purchases obviously involves a little more work but it is an option available to you and your fellow employees.

#### **HEALTH PROMOTION**

Whether you have funding or not, health promotion is an affordable asset to your overall program. Utilizing organizations such as the American Heart Association and the American Cancer Society is your best bet. They can provide you with: brochures (sometimes free of charge) for display in highly used areas, support in structuring a health promotion program, speakers for "brown baggers," and screening services. A major goal of most nonprofit organizations is community education, and the worksite has proven to be a convenient and effective setting in the quest to educate the public.

There are so many ways you can provide health promotion programs beyond displaying brochures. For example, the Great American Smokeout, sponsored by the American Cancer Society, is an annual event usually held in November. The idea is to "take a day off from smoking" and join millions of Americans across the country to make a fresh start and try not to smoke for 24 hours. If you do not smoke, you can 'adopt' someone who does and support them in their smoke-free day.

In 1983, just before the Thanksgiving holiday, approximately one-third of Consolidated Capital's employees participated as either adoptees or adopters. That day there was a constant supply of "munchies," chewing gum and refreshments in the office. (So far, there is no cost involved except for the printing.) For low-budget programs, you can recognize those who had successfully participated in going smoke-free by publishing their names in the in-house newsletter or sending out a congratulatory flyer.

Fortunately, we had some funding at Consolidated Capital so we gave such successful participants and supporters a gift certificate towards the purchase of a turkey for Thanksgiving dinner. What a fitting reward for going cold-turkey! Of course, you need to support a program like this with brown baggers (get the American Lung Association involved) or by actually offering a smoking cessation program. This is the key to achieving the goals of your programs: awareness, education, and support.

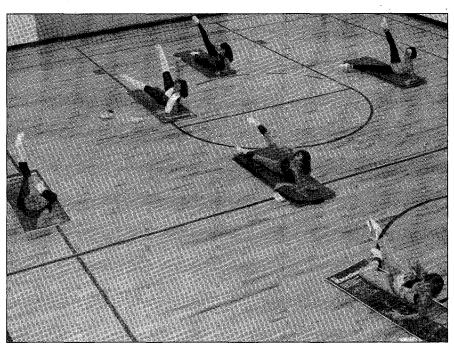
Other examples of low-cost programs are: blood pressure screening, publishing American Heart Association "Heart Healthy Recipes" in in-house publications, labeling menu items in your employee cafeteria (i.e., fats, calories, cholesterol, etc.), back-care classes, "terminal fitness"—how to work safely with your computer terminal, and stress reduction classes, to name a few.

Consolidated Capital's stress reduction program included in-house masseuses. The massage technique used concentrated on the head, neck and shoulders, the problem areas for office workers. Self-massage techniques were taught as well as breathing and relaxation exercises. Program ideas can range from having a masseuse in one day a week and the employee would pay for a fifteenminute session, to having the activity occur more often and sharing the cost or full company funding.

An evaluation of our program revealed that two-thirds of the employees utilized the benefit, many of them would have had to leave work due to disabling headaches if it were not for the relief and, stated overwhelmingly "that they felt the company really cared for their wellbeing.

#### **FITNESS**

For those of you who work for companies with fitness facilities, it is obvious why fitness programs are a boost to your overall program. When it comes to the bottom line, good solid fitness programs, in conjunction with health promotion activities, are effective in reducing company and employee health care costs. If it is not possible to track these costs, witnessing improved employee morale is proof enough that your



Lunchtime aerobics class at the Consolidated Capital Health Club.

programs are working. Therefore, the employee and the company is benefitting.

Now let's tackle the problem of lack of facilities. Do you have any conference rooms that could be available for yoga, stretching, strength and aerobics classes? No showers, you say? Offer the classes after work so people can go home and shower. How about instituting a walking program? Actually, you can combine this with your Architectural Appreciation Club and tour the streets in your corporate neighborhood. If you're like me, your passion for Victorian houses will get you striding!

Have you asked management if they'd install a locker room so that those who like to sweat at lunchtime or before work can do so? If you do a little investigating and find out if anyone in management is a fitness buff, you certainly could be well on your way to becoming the exercise facility manager.

Oops! You've come across an obstacle other than no funding. Believe it or not, not one person in top management is into fitness. Here's a perfect opportunity to combine your discount program with your fitness program. Many health clubs offer corporate rates ranging from individual discounts to group

rates. So let your "fingers do the walking," get out those Yellow Pages and find your fellow employees a good club with a good deal.

In your search for a quality facility, ask for: references (corporate ones preferable), a tour of the club, program description (including the credentials of the instructors), and the club's philosophy. In other words, do they strive for quality in membership service as opposed to quantity of paid members—the revolving door syndrome. A good club will be happy to abide your requests, they will not be defensive.

#### RECREATION

The recreation programs you provide can be as diverse as your employee population. Activities can include: sports teams, seasonal parties/activities, group outings, special interest clubs (remember the Architectural Appreciation Club?), retiree programs, children's programs, etc. The list goes on and on and is *only* limited by your imagination and *not* by your budget.

Let's take a few examples of the above programs. Corporate sports team competition can be internal, i.e., an annual softball tournament at the company picnic, or external, i.e.

participating in municipal leagues. In regards to external participation, your role would be to seek out information on municipal leagues, advertise for participants, and help coordinate the team. The company can sponsor the teams financially by paying the entry fees or buying the uniforms. If that's not possible, posting the teams' schedule and reporting on the outcome of games in the company newsletter gives the teams recognition and demonstrates corporate moral support.

Seasonal parties/activities can range from distributing Easter baskets throughout the floors of the company to a pumpkin carving contest at Halloween to a family-style potluck summer picnic. Everybody loves holidays and some people like to decorate on particular ones. At Con Cap, we found that allowing employees to tastefully express their interior designing skills was a terrific morale booster. Sometimes, the company cafeteria donated free lunches as prizes to award to the most creative decorator.

Through the years, the pumpkin carving contest proved to be a popular activity. The rules were changed year after year in order to keep it interesting. Structurally, the contest changed from an individual endeavor where you could carve your pumpkin at home to a team effort performed at the worksite with time limitations. All the pumpkins were displayed in a common area such as a hallway or in the cafeteria, and the entire employee population was encouraged to vote for their favorite creations—the creators were kept anonymous, of course, until after the voting was complete. Once again, the participants and especially the winners were recognized in the company newsletter and prizes were given out if the budget allowed.

Company-wide events such as the family picnic can be loads of fun without being elaborate. Because this event does include the entire employee population and families, the company is more likely to subsidize this event. Picnics can be held at theme parks, group picnic facilities, on company grounds or in municipal parks, to name a few.



A creative entry in the annual pumpkin carving contest at Consolidated Capital.

If you're going to have a potluck picnic in a municipal park, you can spice it up by hosting a chili cookoff, recipe contest or a barbeque-arama with department heads or division leaders doing the cooking. That is a sure way to boost morale—Having your boss cook and serve you lunch!

# EMPLOYEE INCENTIVE PROGRAMS

Employee of the Month programs are an effective recognition tool and many companies already have instituted such incentives. But, for smaller companies that may not have many employees, a monthly award can pose a problem. An annual award which recognizes outstanding service would be appropriate because in smaller companies, the essay-style nominations would narrow the honor down to a few people. At that point, a committee would have to select the overall winner and announce him/her at an annual event. The theme that Consolidated Capital chose for this award was the "Three Musketeers Award." All nominations were based on the excerpt from the plaque which hangs in our cafeteria:

"The Three Musketeers Award is given to the Consolidated Capital

employee recognized by his or her peers as a champion of the common cause, helping wherever help is needed. . . . for his/her spirit and initiative in going beyond the call of duty."

Another way of honoring employees for their service to the company is to advertise their anniversaries on an anniversary board posted in a common area or in the company newsletter.

# COMMUNITY INVOLVEMENT

Everyday you wake up, go to work, and hopefully arrive home at night feeling like you've accomplished something, and contributed to the success of your company. One way to tighten that bond between your employees and strengthen their feeling of community, is to do something on the "outside" in order to affect the "inside."

Why not have a toy drive at Christmas for a local children's shelter? Get a group together and volunteer at the local Special Olympics meet or help senior citizens paint their home. How about a canned food drive at Thanksgiving? There are so many community organizations that need support, and corporate support—whether in dollars or actions—is a powerful tool that helps keep the team spirit alive.

As you can see, there are many programs you can sponsor without burning a hole in your budget. And if you've made it this far through the article and are still shaking your head insisting that you are not a creative person, get out there and network!

Your professional peers are such a valuable resource for new programming ideas. So get out there and pick their brains! Ask questions of the associate membership, call your chapter leadership and certainly, call NESRA headquarters. Small companies unite and remain bright in the spectrum of employee services and recreation.

Kathy Ahern is the recreation & fitness director for Consolidated Capital in Emeryville, California.



"If hard work is the key to success, Most would rather pick the lock!"

--Claude McDonald



# In The Workplace?

by Carol Stensrud, C.T.R.S.

This article, although written in a lighthearted manner, has a serious intention: that of provoking thought about the role of employee services and recreation in promoting joy in the workplace.

Antiestablishment! Counterproductive! A plot to undermine the employee work ethic!

OR

Joy in the workplace? Of course! And a little laughter, humor, fun and playfulness too—all leading to increased quality of life at work. Yes, it is all a plot, and a positive one at that. Joy in the workplace is not antiestablishment.

A new management attitude is now capitalizing the benefits of a psychologically balanced and happy employee. Quality of life is beginning to be addressed, focusing on the physical, mental and emotional wellbeing of the worker. "Total wellness" is being embraced as a positive force in the workplace. Quality of life programs are going beyond fitness worlds and into programs and strategies to help employees find a complete recipe for personal wellness that include: feeling good, looking good and having more joy in life.

The fact is—most of us spend a major part of our lives working; most of us, hard. No one ever said work had to be enjoyable. No one said it had to be stressful, debilitating or dehumanizing either.

The philosophy of employee services and recreation has long been that of fighting off the ills of work, helping employees withstand their workplace. On a continuum of wellness, the focus has been on bringing the worker up from the mire of negative, illness-producing states to a place of health, or at least 'without illness'-neutral.

Going further than assisting workers in withstanding their work, ES&R may now embrace a mission of moving employees into the positive—promoting work environments and attitudes that satisfy ES&R consumers' physical and psychological needs. The concern is not solely on employee health, but moving towards genuine concern for employee happiness.

It is the last area, *happiness* and *joy* in the workplace, that this author feels is an unsung mission of ES&R. It is an area certainly illusive, compared to fitness or stressmanagement programs, yet its connection to wellness for the individual worker and the overall well-being of the workplace, whether it be a factory or corporate environment, is potent. Joy in the workplace moves us a step further towards living fully, robustly, enthusiastically and well.

#### WE'VE COME A LONG WAY—MAYBE

The whole idea of joy in the workplace would certainly have been a joke in the early industrial ages. Picture the joyous conditions of the English 'sweat' shops . . . not a sweet vision. People who were previously peasants, farmers or craftsmen were suddenly forced into industrial-type work.

Once accustomed to working with the natural pace of the sun and moon, being their own managers, and reaping the benefits of their immediate labors, they now were nearly slaves. They worked in hot, noisy, dangerous, windowless factories for hours, and days and weeks that seemed endless. All for a salary of a pauper. Joy was not in the picture.

But soon workers rebelled. They rejected the rigid discipline, long hours and enslaved conditions. Workers began to spend what little free time they had in "wreckreation" to counter their work ills. Common leisure pursuits included: drunken binges, carousing, fighting, torturing animals, debauchery, raping and pillaging to name of few of the more passive



involvements.

Needless to say, they were not 'recreated' for their work in their leisure time. They were in fact injured in body and mind and often unable to make it back to work on the infamous and erroneous, 'St. Monday.'

The rational recreation movement, as Dr. Godbey explains in the recently released *Evolution of Leisure*, was perhaps one of the first forms of ES&R. It was born in response to the wreakreation of the workers in the late 17th century in England.

The name, rational recreation, reflects the purpose of this service, that of getting the workers to be more rational and less debilitating in their leisure. Sports, parks, socials and recreational resources were offered by employers in a effort to 'benevolently' broaden the worker's exposure to leisure behaviors and to socialize him/her. Naturally, the benefits to the employer were simple: one, the worker showed up to work, and two, he was able to work when he did!

Recreation programs served to help workers assume a counter lifestyle that did not further debilitate. Thus this rational recreation movement assisted the worker back into a neutral or healthful life and benefited both the employee and employer.

Workplace ills still exist. We continue to face many problems that make work less than pleasant. Recent surveys show factors such as inadequate time to complete jobs, absence of recognition, job insecurity, poor environmental conditions, not being able to utilize personal abilities to full potential, inability to work with superiors or co-workers, dehumanizing work environments and the ever growing FUD factor (fear, uncertainty and doubt about the job) all cause employees to be less than overjoyed about their workplace.<sup>2</sup>

Growing evidence shows that something is not right or well with workplaces of today. Stress and boredom in the workplace are prevalent and causing substantial health problems in the United States according to the National Center for Disease Control.<sup>2</sup> The consequences: Increasing stress-related emotional and physical problems, costing an estimated \$150 billion dollars to industry annually.

How to counter? ES&R can address the symptoms through providing educational programs such as stress reduction classes and habit cessation programs or, treating the worker for an illness. ES&R services can also begin to address individuals and organizational environments with a preventative medicine strategy: *Joy Promotion*: modeling, fostering, and offering opportunities in work and personal leisure worlds to embrace joy.

#### THE JOY AND WELLNESS CONNECTION

The natural connection between joy and wellness is suggested by the many definitions of wellness that include the term, joy. Wellness promotes a lifestyle that has new possibilities for a healthier, fuller, richer, more joyous and extended life. It is more than just not being sick; it's a positive state of health. Wellness involves the health of the whole person, mind, body and spirit.<sup>3</sup>

Important to wellness is the acceptance of self-responsibility for a lifestyle that fosters optimal happiness. This means not letting the world around you bring you down and then having to fight your way back up. It suggests building joyousness into personal and professional worlds.

A second element critical to wellness is the belief that everything you do, think, or feel has a impact upon your state of health.<sup>4</sup> This is the 'you are what you eat theory' playfully renamed the potato theory. This wellness belief reflects the law of physics. For every action there is a reaction. If your stress level is up, conversely, your wellness level is down. Joy directly affects personal wellness.

We have long known that the lack of joy has



### Playfulness-Fun-Humor Benefits

Here is a brief outline of some of the benefits of being joyous, playful, getting a giggle and being happy can offer.

Contributes to longevity

Develops self-esteem and confidence

Promotes creativity

Relieves stress

Increases production of brain chemicals that assist our wellness: catecholamine, norepinephrine, endorphins or opiods, and lymphocytes

Develops immune system strength Promotes cardiovascular health

Promotes morale, cooperation, communication and flexibility

Assists with coping, problem solving and endurance during conflict

Promotes enthusiasm and alertness

Develops ability to seize the moment and use serendipity

All for the price of a smile!

Concommitantly-ES&R managers know that these benefits of joy-BENEFIT THE COMPANY IMMENSELY.

debilitating effects on an individual, both psychological and physical. When we are not happy and are incurring negative stress we are susceptible to physiological imbalances that cause hundreds of diseases and illnesses to include depression, high blood pressure, cancer and a general weakened immune system. Little did we know about the true positives of joy in our lives. We were only aware of what happened if we didn't experience it.

Now the word is out! We are beginning to look sincerely at the correlation of joy, humor, laughter and playfulness as it relates to personal wellness. Research now points to the physiological reactions that are promoted by psychological states. The potato theory is being documented in the positive.

The world of psychosomatic medicine has expanded. The benefits of joy, play, humor and fun are now being studied in a field that incorporates many domains from psychologists, neurologists, immunologists, physicians and other specialists. The new term for the profession studying the connection between the mind and our state of physical health or illness is *psychoneuroimmunology*. This new field is pointing out clear evidence that positive thoughts, joy and playful attitudes promote wellness.<sup>5</sup>

Beyond the psychoneuroimmunology specialists, new findings, and other significant contributions to the substantiation of the benefits of joyousness in work and personal worlds include the work of Dr. Bernie S. Siegal<sup>6</sup>, Dr. Joseph Leff<sup>7</sup>, Dr. Joel Goodman<sup>8</sup>, Dr. Connie O'Connor<sup>9</sup> and even the son of the famous comedian, Dr. Steve Allen Jr. <sup>10</sup>. We must also honor ourselves, those in recreation and leisure, who have long promoted the benefits of joyous living. Joyousness contributes to wellbeing, both of the individual and the organization . . . it has a wonderful contagious effect.

On a search and find trek to numerous research libraries a common response to my query for computerized information on the subject of joy was a look of puzzlement and a question "How do you spell that?" My retort, a slow J-O-Y. It hasn't been easy.



Surely, joy is rather illusive. A simple question "What brings you joy?" is often responded to by, "I don't know, been busy with work." Very little focus is put on personal values related to joy. We have a society scrambling to find joy, yet they don't know what they are

looking for. The situation can be summed up with a wonderful old quote that goes like this:

No amount of looking will bring you joy if you don't know what you are looking for. Zen followers would question looking in the first place. Is there really a place to look?

# IF YOUR SHIP DOTH NOT KNOW WHICH HARBOR IT SAILS TO . . . NO WIND IS THE RIGHT WIND

There is no simple prescription for joy as it is a very personally defined state of pleasure—unique to each individual. However there are some common factors that make us happy. Investigations<sup>11,12</sup> point to five important elements that contribute to most people's happiness. These factors are keys to joy that we must shout out, affirm and help people get more of. Here they are!

What makes people happy?: Funny you should ask. If the mission (yours to answer) of ES&R is to promote joy in the workplace, one would surmise that we should be able to answer the question, "What makes people happy and brings them joy?"

### Generic Joy Factors

#### INTIMACY

Beyond bedroom activities . . . family, friends, and loved ones, companionship, community, conversation, care and communing with self, others and the world around us.

#### PERCEIVED FREEDOM

The perception of having no constraints, rules, or have tos; self choice, intrinsically motivated, within my control; that free flowing feeling.

#### BEING IN THE MOMENT

Feeling immersed in the instant, clear physical and psychological focus, loss of time; worries; concerns, that runner's, athlete's, performer's, artist's or lover's high.

#### **CREATIVE INPUT**

Being able to make a difference, putting the "you" into an activity, changing, rearranging, adapting; flexibility in an experience or event.

#### THE OUT OF DOORS

Space, nature, green, animals, plants, trees and flowers... peace, quiet and tranquility.

### Personal Bill of Joy Rights

This is an easy way to communicate what brings you joy and is a useful affirmation of your right to joy. Here are the instructions:

- Think for a minute about the simple activities and things that make you happy. Some of these little pleasures people around you may be aware of, others not. Think of some of your joys that people give you a hard time about.
- Now, on a quality piece of paper inscribe MY PERSONAL BILL OF JOY RIGHTS. Following that, make this simple declaration, I maintain the right to . . ., you fill in your list of joys. Here is a sample.

#### MY PERSONAL BILL OF JOY RIGHTS

I maintain the right to:

Have time alone

Be funny

Dance down the hall

Take a swim instead of lunch

Enjoy plans or no plans on Friday evenings

Now: Paste this up in a conspicuous spot, make copies for your friends and foes, and suggest this as an activity to share with family and even consumers.

Clearly what we feel about an activity, whether it be work, leisure, play, recreation or duties makes it joyous. It is not the specific activity nor the equipment nor money oddly enough, that makes an experience joyous. It is the WHY of the experience that is of importance.

ES&R programs and services very clearly connect to enhancing joyous opportunities for employees. In your recreational services many opportunities are provided for employees to reach the five generic joy factors. It is a mission and a challenge to expand joyous opportunities to both serious work and leisure-after work programs.

Envisioning a workplace that is joyous one could see, feel, and hear many scenarios-good feelings, comradeship, humor, playfulness, flexibility, reasonably relaxed, energized, motivated, creative and cooperative. ES&R can contribute to the system by implementing the

Employee Services and Recreation has always worked to enhance the happiness of employee life. This article serves to remind us that our mission is wellness—for personal and corporate benefit. Joyousness is a major component of wellness.

As we move into the 21st Century, when the workplace will undoubtedly change, creating an unknown that will be challenging as well as stressful, the role of ES&R becomes increasingly important. ES&R will be one of the constants that employees can count on as a source of support and means by which to cope with change. Joy will remain, as programs and services adapt, as a major mission underlying ES&R efforts.

Dr. Carol Stensrud, C.T.R.S., is the director of Leisurance Associates, a consultation group dedicated to promoting joy, play, and leisure wellbeing—Nyack, New York.



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### **Joy Promotion**

GENERICS: Ask yourself and your employees "How can our services offer more opportunities for intimacy, creative input, in the momentness, freedom and the out-of-doors? Of course not all in one breath.

TAKE FUN AND HUMOR SERIOUSLY! Cheery notes, silly contests, cartoons and jokes in newsletters, comedy tapes at lunch, laugh breaks, and comedy nights are great fun and good for you.

PLAYFULNESS: Cooperative games and ice breakers at meetings, socials, juggling with cloth scarves at break time, playthings like stuffed toys, rubber chickens, hats and puppets can uplift, let off steam and wake up the environment. Kids and animals are great modelers of playfulness, include them in your leisure programming,

SOCIALIZATION: Intimacy is vital, a feeling of belonging and friendship can be encouraged at all events. Offer opportunities for people to meet and greet at the health spa, picnic, meeting or party. Remembering it's not the doing that counts, it's why.

GIVING: Intimacy is enhanced through giving and being involved. Encourage volunteerism, charity work and the 'doing a favor' attitude. Have a compliment quota and do a favor IOU coupons.

CREATIVITY: Use surprise and change to develop a creative atmosphere—the unexpected. Subtract some rules, play the game backwards, challenge participants at your next special event to make up a game and teach it. Get people involved in the planning and creative aspects of all services you provide.

OUT OF DOORS: Encourage walking, jogging, nature programs, camping, skiing, horseback, golf, tennis, theme parks, travel, socials, meetings, retreats, and even lunch . . . OUT THERE! Bring the outdoors in with plants, pictures, displays, and even the sounds of na-

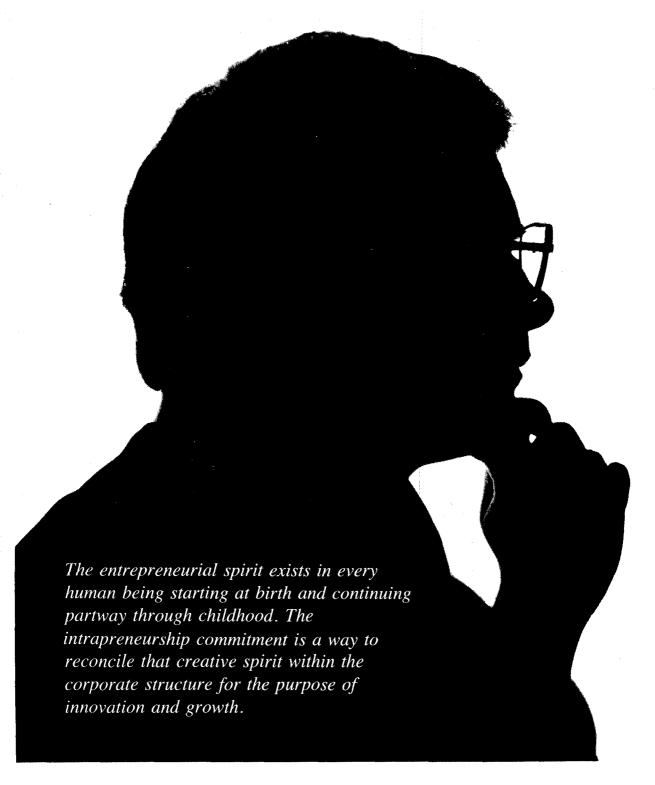
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# INTRAPRENEURSHIP:

Making It Happen



Intrapreneurship is a commitment to keep the entrepreneurial spirit alive within the corporate structure. "I see how bloody efficient it is to program out the entrepreneurial spirit" says Gustof Delin, J.D. of Sweden who has implemented intrapreneurship programs in many European countries. Delin contends that the entrepreneurial spirit exists in every human being starting at birth and continuing partway through childhood. The intrapreneurship commitment is a way to reconcile that creative spirit within the corporate structure for the purpose of innovation and growth.

The ideal condition for intrapreneurship to thrive is an optimum combination of freedom for the employee and cooperation from the corporation. Gifford Pinchot III first discussed the freedom/cooperation link in his 1986 book, *Intrapreneuring*. This same link is the key to building a nuts and bolts, hands-on approach to making intrapreneurship happen in your organization.

In a 1980 National Employee Attitude Survey conducted by Xerox Learning Systems, it was learned that most employees want challenge, recognition, achievement or growth in order to be motivated in their work. This is much the same as findings recorded in the 1940s.

In contacting over 5,000 Chief Executive Officers (CEOs) and executive managers in 1986 and '87, 95 percent of those with whom we have discussed this subject answered with one of three comments:

- A. They are too busy right now to worry about motivation.
  - B. If people are not motivated, they should be fired.
- C. They are just starting or already have motivation training and development programs. When asked if these programs work, most say one of three things (1) it's too soon to tell, (2) it's as good as any or (3) they don't know but hope so.

The obstacle is that few people are willing to confront the issues of productiveness and morale. Let's look in on the two people most commonly confronted with the subject—the CEO and the personnel or human resources director.

The CEO, the main person truly accountable for productivity, is the one with whom it is almost impossible to initiate contact. S/he is either out, in meetings or on the phone. Even when available, the secretary screens him/her from new subjects, particularly those offering increased productiveness and morale. After all, why would this busy employee want to have to speed up their productiveness when they are now working as hard as possible? Even if the CEO did get the message, s/he probably has never observed a program that can really do anything to improve his/her productiveness. Thus, the perpetuation of the overwhelmed and busy

syndrome.

The personnel person is even less receptive. S/he is very rarely accountable for productiveness therefore is usually interested in programs that entertain employees and make them feel good so the immediate ratings are good. Most seminars and books teach managers to try new tricks to manipulate their employees into more work. Some lesser seminars do not even do that—they just teach managers to label employees, peers and managers. It's no wonder CEOs and personnel people give up.

How did we arrive at this place where CEOspersonnel people are walled off from learning about what is possible for them? Too much junk mail, too many consultants and too many programs they tried but did not work. How can these people become aware of the possibility that intrapreneurship could make a major difference?

According to Shep Gilcrest of Omark Corporation in Portland, who has practiced intrapreneurship since July 1986, the strategic planning manager is the best place to introduce the intrapreneurship concept. Then s/he can get the CEO's attention.

Intrapreneurship is not long seminars and more work—it is a stand, a way of life. It is much like dieting—a person can try all sorts of crash diets, fad diets, etc. and end up the same weight or heavier. Once people take a stand about altering eating habits for the rest of their lives, the weight suddenly drops off and does not come back. If you are willing to take a stand that your organization is going to shift to a place that encourages freedom for employees and asks for cooperation in return, then you have completed Step I toward intrapreneuring.

According to the March 1987 issue of *The Foresight Intrapreneur*, the senior manager who wishes to encourage intrapreneurship must live the message: "Deeds not words are the key." If you are willing to announce this stand and keep it, then here is Step II.

Step II involves the deeds to make it happen. First, every employee in the company gets involved in intrapreneurship—NOT JUST MANAGERS—every employee. An invitation is made to every employee that intrapreneurship is available. One corporation sent out letters to the homes of all 1,000 employees. Those interested are encouraged to select themselves to be guided through a demonstration that includes a self discovery process called the Funnel process. The Funnel process first outlines the employee's desires that would bring the freedom s/he seeks.

Some examples are: "delegate personnel decisions to me;" "keep me more informed;" "tell me the result you want, then let me go about it my own way;" "let me in on budget decisions;" "give me an opportunity to learn new things;" "let me have input on goals," etc. (see chart below)

Next the employee identifies what this would look like and finally what would be different. Almost every time the "What would be different?" part is some form of more productive work. It is a miracle to watch—request for freedom involves a plus for corporate goals. Step III is a similar process to clarify the cooperation that is needed. In a separate meeting, managers net out or "funnel" the cooperation they need most from each employee—usually tied directly to productivity (e.g.: more, better, bigger and faster). This is detailed with the manager's standards and vision brought to words the employee can hear.

Step III is aligning the freedom for the employee with the cooperation for the company. The key to this transformation is not lots of reading, training, effort and work. It is 90 percent complete when the stand is taken. The rest is done with two hours of preparation for each self-selected person.

The fourth step is to institutionalize this alignment process by making it a way of life. The best way we have observed is to make the freedom/cooperation aspect of intrapreneurship be a part of the company's performance review process—preferably occurring every three months. In this process, every 90 days the employee identifies three freedoms needed, the boss identifies three areas of cooperation, just as they learned

in the original seminar. Each nets out his/her request by the Funnel process and comes to the review prepared.

The two negotiate and align their prepared freedom and cooperation items. This transforms busyness and the overwhelmed into simultaneously increased productiveness and morale.

#### CASE IN POINT

When the president and vice president of operations at a California manufacturing company took the intrapreneurship stand, they agreed to a token intrapreneurship review between the two of them. George, the president, and Dave, vice president, had worked together 12 years and thought they had good rapport. During the review, however, they were shocked to discover what each wanted most of the other.

Using the Funnel process, George listed the desire that Dave cooperate more by submitting monthly cost-accounting forms on time. Dave was very surprised to learn that this was the president's top priority—he had been turning them in late and haphazardly.

In his preparation for the review, Dave wrote that what he wanted most from George was to give him the freedom to do his job as he wanted and for George to follow the chain of command. He said that when the president dealt directly with managers in the plant, it interfered with Dave's freedom and authority and made his job difficult. George, surprised to hear his vice

	Employees' Requests	From Managers	
WHAT DO YOU WANT?	WHAT WOULD IT LOOK LIKE?	WHAT WOULD BE DIFFERENT?	WHEN SHOULD IT HAPPEN?
1. More responsibility.	Put me in charge of the data processing input section.	Errors wold drop below two per week.	By August 3
2. More independence.	Tell me the goal you want, then trust me to do it my way.	I'd get production out on time.	By January 15
3. More recognition.	Tell me when I have done a good job handling a customer complaint.	I'll know the standard and satisfy customers sooner.	By June 15
4. Maintain better communication with me.	Meet with me every Wednesday 9:00-9:15 in your office to discuss my job.	I'd get work done sooner.	By January 15
5. Supply me with more training.	Teach me more about our new rental equipment.	I'd be more familiar and efficient with the equipment—able to explain its use to others.	By March 1
6. Let me have input on goals.	When you write out biannual department goals for my department, let's do it together.	I'll reach all my goals.	By July 3
7. Go through the chain of command.	Talk to me prior to discussing problems or requests with my project members.	Progress will be measured on an ongoing basis with my knowledge of project members' activity.	By May 17
8. Keep me informed.	Keep me more informed on division and company-wide business.	Establish a biweekly meeting covering general company business and project status:	By February 1

president's number one item, had for twelve years thought he was helping Dave by solving these managerial-level problems in the plant.

After each agreed to the other's goals, they set a specific date and measures. A week later, in reviews and goal-setting sessions with his managers, Dave stressed the importance of submitting the cost-accounting sheets on time. This review process continued all the way to the assembly line positions. The results? Productivity increased when man hours per ton decreased from 58 to 45 and, incredibly, the workers dropped their efforts to unionize the factory.

In the alignment of the boss and employee items, a personnel manager can oversee if true intrapreneurship is occurring or if just lip service took place. The evidence is in the chart below. Items one and three are employee requests and will almost always indicate freedom or respect if funneled properly. Items two and four are the boss' request and will almost always represent cooperation.

Thus, an equal combination of freedom/cooperation. The reason both prepare three items ahead of time but only two get to final form is to leave space for either party to say no to an item. However, once the employee's freedom item has been handled he is much more likely to commit to the cooperation item below.

If you are even reading this article, there is a possibility that you are the one out of twenty people who

is not totally overwhelmed and busy, and who has the capacity for the stand that intrapreneurship requires. Imagine what it would be like to transfer the energy we put into resisting one another, resisting the work to be done and converting that energy into a freedom and cooperation scenario. Although it was not called intrapreneurship at the time, 27 companies throughout the country have already taken the freedom/cooperation stand and received the rewards. Some examples are Bankers Trust of New York; City of Fort Collins, Colorado; U.S. Leasing of San Francisco; Pacific Supply in Sacramento; and Genstar in Dallas.

Much of the literature on intrapreneurship talks about "The Gap"—the gap between vision and action. According to Intrapreneuring by Gifford Pinchot, "Intrapreneurs are action oriented. Rather than plan endlessly they almost immediately start doing something to realize their plans." What if you were to take the stand right now? Ninety-five percent pretend they will do something one of these days. Why not now? This is it. Whatever you think it will look like when it is time to take a stand for intrapreneurship to make things happen, this is it.

Mary Riley, Ph.D., is director of research at Morgan Research and Innovation, Sebastopal, California. The consulting firm is committed to simultaneously increasing employee productiveness and morale.

	Performa	nce Review Re	esults	
Please Print: Boss's Name		Employee	DateName	
During the meeting, you the manager, at least two of the three goals you have			set. It is recommended that each of you contr	ibute
After you have thoroughly discussed ar should sign the form. Keep this "Devel 1. Goal #1 I would like for you to kee	opment Action Plar	n'' on file so that you can disc	se goals on this form. Both you and the emplouss how well both of you did with these goals ousiness.	loyee s.
How and when progress will be mea	isured: <u>Establish a</u> I <u>: February 1,</u> 198	biweekly meeting covering ger 9	eneral company business and project status.  owing two weeks and month. Add cover mem	no to
How and when progress will be me done from prior priorities.	asured: Real goal	s to have priorities accomplisi	shed so following status report will state what	was
Expected date for completion of goa 3. Goal #3 Use the chain of command	. Talk to me prior	to discussing problems or requ	CELEBRATION FOR SOME OF THE SECOND SE	
How and when progress will be me activity.	asured: Progress	will be measured on an ongoi	ing basis with my knowledge of project meml	bers'
	ssing Coordinator	all new reports and screens so	o he can keep users' information up-to-date.	
How and when progress will be mea Expected date for completion of goa	IN TRACTOR TRACTORS AND APPROPRIATE TO THE THE TAXABLE PROPERTY.		eports and screens.	
Boss's Signature	Date	Employee's Signatu	ure Date	

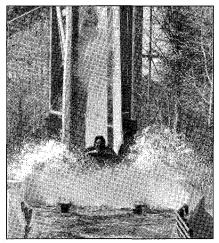
# associate news

Associate Member New Offerings: Special Edition

#### **BERMUDA STAR LINE**

1086 Teaneck Rd. Teaneck, NJ 07666 (201) 837-0400 Contact: Andy Sama

Enjoy seven day cruises from New York, Tampa, New Orleans and San Diego to Mexico, Bermuda and Canada on the SS Bermuda Star, SS Queen of Bermuda and SS Veracruz. Discounts of up to 40 percent off are available to NESRA members.



BOARDWALK AND BASEBALL

P.O. Box 800 Orlando, FL 32802 (800) 826-1939

Contact: Susan Bloodworth

Boardwalk and Baseball with thrill rides, live entertainment and a midway connected by a boardwalk also offers six major-league playing fields for both professional and amateur baseball. It is the spring training camp of the Kansas City Royals and the site of Class A league games in-season.

#### **CLUB INDUSTRY MAGAZINE**

1415 Beacon St. C9122 Brookline, MA 02146 (617) 277-3823 (in MA) (800) 541-7706 Contact: Karen Reynolds

Club Industry is a monthly trade magazine for operators of fitness facilities, including corporate recreational facilities and also sponsors a trade show for the industry on November 9–12, 1988 at the Chicago Hilton. Call for more information.

#### DESTINATIONS, INC.

Chinook Tower Box 4062 Yakima, WA 98901 (509) 453-1666 Contact: Kim Graf

Destinations, Inc. offers a 50 percent lodging discount program at over 1000 of the nation's leading hotel and motel chains. The program includes an identification card and a directory of properties. A monthly membership activity statement is provided.

### EMPLOYEE PHOTO SERVICE, USA

180 Furler St. Totowa, NJ 07512 (201) 890-1803 (800) 524-1027 Contact: Tom Kearns

So that both large and small employee associations may have a photo processing source, Employee Photo Service, USA offers its "direct mail" film processing envelope. This company usually works in coordination with Universal Studios at the NESRA Annual Conferences to take pictures of NESRA members with Frankenstein in the Exhibit Hall.

# FITNESS RESEARCH CENTER UNIV. OF MICHIGAN

**CCRB** 

401 Washtenaw Ave. Ann Arbor, MI 48109 (313) 763-2462 Contact: Terri Goodman

The Fitness Research Center, University of Michigan offers computerized health surveys including health-risk appraisal, lifestyle analysis, and other innovative health promotion services for your employees. NESRA members receive an additional five percent discount off the vendor price list.

#### FLORIDA'S SILVER SPRINGS/ FLORIDA'S WEEKI WACHEE

P.O. Box 370 Silver Springs, FL 32688 (904) 236-2121 (800) 342-0297 Contact: Chuck Coates

Florida's Silver Springs announces its new Wild Waters family water park, adjacent to Florida's Silver Springs featuring a wave pool, seven flumes, picnic area, snack bars, gift shop, children's play area, minature golf and volleyball.

Florida's Weeki Wachee announces its Buchaneer Bay water park offering three high flumes, Blackbeard's lagoon, picnic area, sand beaches and snack bar. Bathhouses and locker accommodations are also available.

## GEORGE WASHINGTON LODGES

990 DeKalb Park King of Prussia, PA 19406 (215) 265-5000 Contact: Dan Logan

The George Washington Lodge Co. has seven motels located on the Pennsylvania Turnpike at exits 24, 25, 27, 28 and near exit 33 on the NE extension. Discounts are offered up to 50 percent to NESRA members.

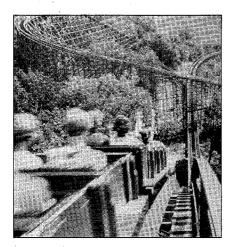
#### **GUARDIAN PHOTO FINISHING**

43043 W. Nine Mile Rd. Northville, MI 48167 (800) 521-2034 Contact: Rick Frame

Guardian Photo Finishing offers an "E.S.P." film developing program to your employees. It is easy to administer and is available all year long. Dealer representatives visit your firm on request or monthly at your preference.

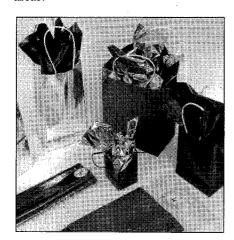
#### HOLIDAY INNS, INC. SOUTHEASTERN REGION

5850 T G Lee Blvd. Suite 320 Orlando, FL 32812-4499 (305) 425-4023 Contact: Laurie Cardenuto Holiday Inns, Inc.—Southeastern Region offers discounts of 15 to 50 percent to NESRA members at nine Holiday Inn locations throughout the Southeastern United States.



KINGS ISLAND P.O. Box 400 King Mills, OH 45034 (513) 241-5600 Contact: Jerry Greager

Kings Island is now providing a "Fun Card" program offering employees a savings on general admission prices. The park's features include the new Amazon Falls, a ride with 16-foot long boats climbing above tree level, and gliding along an 815-foot water trough which ends in a 50-foot waterfall creating a tidal wave that soaks passengers and those standing in selected watching areas.



**KRAFT PACKAGING CORP.** 231 Herbert Ave. Closter, NJ 07624

(201) 768-0498

Contact: John Blankinship

Kraft has recently expanded its Christmas collection of gift wraps and coordinated accessories to include Mylar tissue sheets and bright gift bags in foil and patterns. New offerings are available at about one-third off retail.



LSB COMPANY, INC. 1261 Broadway New York, NY 10001 (212) 725-2277 Contact: Deborah Oliveri

LSB Company, Inc. offers "bank bears," an exclusive LSB product with a soft bear body and a bank interior. Money slides in through the bear's mouth and is removed via a zipper from the bottom.

#### **MARK 2100 HOTEL**

2100 N. Atlantic Blvd. Ft. Lauderdale, FL 33305 (305) 566-8383 (800) 334-MARK Contact: Fred Speier

Located directly on 550 feet of palmtree-lined Atlantic Ocean beach, the Mark 2100 Hotel offers an oceanfront Tiki Lounge and snack bar, a new 300-foot boardwalk, a restaurant and lounge with entertainment, and 20 percent savings until December 15, 1988 on room rates.

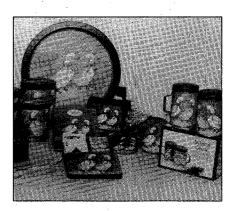
## QUEEN MARY/SPRUCE GOOSE ATTRACTIONS

Wrather Port Properties, Ltd. P.O. Box 8 Long Beach, CA 90801 (213) 435-3511 Contact: Kris Drumond The site of NESRA's 1986 Conference & Exhibit, and a long-time exhibitor, this attraction's "Voyager Club" offers a 10 percent savings on admission, selected merchandise and fast food outlets, and lodging at the Hotel Queen Mary year-round.

#### SEA WORLD

1720 South Shores Rd. San Diego, CA 92109 (619) 226-3844 Contact: Tony Flores

Sea World offers a "Shamu's Dolphin Club" membership at all four locations in California, Florida, Ohio and Texas. Discounts up to 20 percent are available to employees on admission prices as well as a five to 10 percent discount from Hertz, the car rental company. Club members can also join Southwest Airlines' Company Club to earn free air travel.



### SWERSEY'S CHOCOLATES, INC.

P.O. Box 286 54-01 Grand Ave. Maspeth, NY 11378 (718) 497-8800 Attn: John Swersey

Swersey's Chocolates has a new offering, the "Winter Geese Collection." Its 18 pieces include a three-piece metal canister set, hard cover address book, a card set in gift tin, mailbox with 5-oz. Starlight Mints, 13-inch serving tray, six-piece coaster set with protective cork backs in a gift tin, metal salt and pepper set, designer paper memos in a gift tin and an 11-oz., four-color ceramic mug in a gift box.

# associate news



**TABLE TENNIS AMERICA, LTD.**P.O. Box 32111
Oklahoma City, OK 73123
(405) 943-1967

Contact: Ron Shirley

Table Tennis America, LTD. offers free freight to NESRA members on tennis tables purchased this year. Models include an outdoor table, Garden Roller, that plays like a wood table.

#### THE MEADOWLANDS ARENA

Meadowlands Sports Complex East Rutherford, NJ 07073 (201) 460-4370 Contact: Jennifer Kruger Travers

Located just a few miles outside of New York City, the Meadowlands is host to major family shows, the NHL N.J. Devils, the NBA N.J. Nets as well as college basketball and college football. Discount tickets to groups of 25 or more and a newsletter announcing events are available.

#### UNIVERSAL CITY TOURS, INC.

100 Universal City Plaza Universal City, CA 91608 (818) 777-3793 Contact: Therese Frayne

Universal announces its "All Fan Club" with discounts on admission as well as participating Spencer Gift Stores, Victoria Station and Tony Roma's Restaurants at Universal. Discounts are available on accommodations at Beverly Garland's Howard Johnsons Resort and Registry Hotels.

# VROOMAN ENTERTAINMENT GROUP

6153-144th Pl. SE

Bellevue, WA 98106 (206) 641-9633

Contact: Robb Vrooman

Vrooman Entertainment Group manages sales for major family touring shows and rock concerts including the Beach Boys; Earth, Wind and Fire; and the Moody Blues.

#### WYNDHAM HOTEL COMPANY

2001 Ross Ave., 3200 Trammell Crow Center Dallas, TX 75201 (201) 978-4500 Contact: Wendi Badgley

Wynham Hotels manage 22 properties within the continental U.S. and Caribbean in a variety of locations, offering many facilities, services and amenities. NESRA members can receive a corporate rate by requesting it when making reservations.

### **New Associate Members:**

#### AMERICAN ADVENTURE, INC.

5333 Mission Center Rd., Suite 108 San Diego, CA 92108 (619) 295-8202 Contact: C. M. Holder

American Adventure, a network of 23 luxury RV resorts across the United States is making their Fun Card available to NESRA members. The American Adventure Fun Card entitles the bearer to discounts of 20 to 50 percent off camping sites and rental trailers. Bring your own RV or tent or rent one at the resort. Attached to the Fun Cards are Freebie Stamps to be used like cash for recreational activities such as horseback riding, 18-hole golf, boat rentals, bike rentals, waterslides, breakfasts, dinners, and generous discounts at various stores. Call for details and resort locations.

#### COMMUNICATIONS EMPORIUM

3409 57th St. Lubbock, TX 79413 (806) 799-1462 Contact: Joan Kyre

Communications Emporium manufactures and markets two models of a unique mini-gym called EAR Exerbox. At a glance, the wooden box appears to be a piece of designer furniture: end table or TV stand. However, once the lid is opened, inside, it is a low impact apparatus providing 14 standing and sitting exercises. A complete manual guides the user.

#### **CRUISE TIME**

2307 Van Ness Ave. San Francisco, CA 94109 (800) 338-0818 Contact: Bob Taylor

Cruise Time, one of the nation's largest "cruise only" agencies, offers significant discounts on the major cruise lines. Discounts approach 50 percent off the "brochure rates." Call for the NESRA discount brochure.

# EVEREADY BATTERY CO., INC.

35 Corporate Drive Trumbull, CT 06611 (203) 261-2162 Contact: Graceann R. Hess

Eveready Battery Company is a full line battery and lighting products supplier. NESRA members can receive 25 percent off special market prices.

## JOHNSON LEISURE INCENTIVES

4041 N. Main Racine, WI 53402 (414) 631-2847 Contact: Jacquie Keeter Johnson Leisure Incentives offers a wide variety of products for leisure activities including camping, fishing, canoeing, backpacking, exercising and bicycling. Recognition or fitness program rewards and service products are also available at discount prices to NESRA members.

Located directly on the Daytona Beach Shores, Pirate's Cove Beach Lodge features fully equipped motel rooms, full-service restaurant, pool and snack bar (seasonal), game room, gift and sundry shop, and nightly entertainment at the Gangplank lounge. Special rates to NESRA members year round.

# PARK SUITE CORP./SARA HOTELS

14114 N. Dallas Pkwy. Suite 210 Dallas, TX 75240 (214) 991-3495

Contact: Robin P. Cogdill

Located in Dallas, TX, Nashville, TN, Jacksonville, Orlando North (Altmonte Springs), and Orlando, FL., Sara Hotels full-service, all-suites properties feature fine dining including a complimentary American breakfast. The Sara Hotels also offer a variety of facilities including a pool, sauna, steam room, whirlpools, and exercise equipment.

#### PERKS UNLIMITED, INC.

153 Main St.Sayville, NY 11782(800) 72-PERKSContact: Susan C. Easparro

Perks Unlimited offers trade inducement membership I.D. cards entitling your employees to local discounts at restaurants and stores. These cards may be used as an additional form of identification by producing them with a signature panel or an account number panel. Perks Unlimited will also establish a discount program especially for your company. Membership cards and discount service are obtainable at no cost.

### PIRATE'S COVE BEACH LODGE

3501 South Atlantic Ave. Daytona Beach Shores, FL 32019 (904) 767-8740 (800) 272-2683 Contact: Pam Farthing

#### REGISTRY HOTEL CORP.

16250 Dallas Pkwy. Dallas, TX 75248 (214) 248-4300 Contact: Jim Bressler

Registry Hotel Corporation is an upscale hotel and resort operator with properties in Los Angeles, Irvine, Newport Beach, CA; Scottsdale, AZ; Naples and St. Petersburg Beach, FL; Minneapolis, MN; and Charlotte, N.C.

#### RODEWAY INNS INTERNATIONAL

3838 E. Van Buren Phoenix, AZ 85254 (602) 273-4558

Contact: Thomas R. Bogart

With over 160 locations coast to coast, Rodeway Inns provides clean, comfortable, affordable lodging. Rodeway offers a discount to NESRA companies of 10 percent off regular room rates.

#### **ROYCE SPENCER ASSOCIATES**

179 Main St. Hackensack, NJ 07024 (201) 342-5900 Contact: Marsha Kaye

Royce Spencer Associates is an advertising company working with companies throughout the country offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise and/or services. There is no charge to your company or employees.

# THE ENCLAVE SUITES AT ORLANDO

6165 Carrier Dr. Orlando, FL 32819 (407) 351-1330 (800) 457-0077

Contact: Diane C. Murphy

The Enclave, a 321 room all suite property off International Drive which is close to attractions in Orlando, offers rooms with fully equipped kitchens and private balconies overlooking Little Sand Lake. Available facilities include an indoor pool, executive workout room, lighted tennis court and full-service restaurant. Special NESRA rates of \$58 per studio and \$84 for two bedrooms, two baths are available throughout December 19, 1988.

## THE VILLAGE AT SMUGGLER'S NOTCH

Route 108 Jeffersonville, VT 05464 (802) 644-8851 X136 Contact: Art Cohen

The Village at Smuggler's Notch offers three mountains for snow skiing and during summer, spring and fall it is a total resort with many amenities. It provides conference space for up to 400. A 25 percent discount on all vacation packages to NESRA members is available.

# WHOLESALE JEWELRY MANUFACTURING CORPORATION OF AMERICA

1710 Briargate Blvd. Suite 317 Colorado Springs, CO 80920 (719) 260-0300

Contact: Shayne Banner

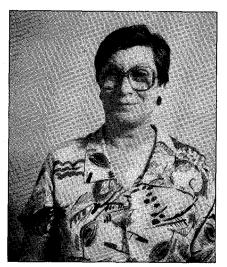
The Wholesale Jewelry Manufacturing Corporation of America offers a line of jewelry to NESRA members at wholesale prices. Wholesale Jewelry will travel to member's location to present a jewelry show for any number of employees.

# viewpoint

### Are You Searching For An Identity Within Human Resources?

Since the first organized

recreation and employee



activities groups surfaced in the late 1930s and 1940s, these groups have been inconsistently treated by corporate management and have fallen under a variety of charters.

by Irene Heavey

mployee services and recreation (ES&R) was originally an effort by business and industry to assuage their social consciousness, increase productivity at minimal expense, improve communications and morale, and emphasize physical fitness and health. Since the first organized recreation and employee activities groups surfaced in the late 1930s and 1940s, these groups have been inconsistently treated by corporate management and have fallen under a variety of charters. The companies offering these newly emerging benefits to employees had varying degrees of interest and commitment to these programs.

ES&R programs began to evolve, reflecting changing social values and interests. During the 1940s and 1950s, the programs focused on sporting and social activities, in the 1960s travel and discount services were emphasized, and the 1970s—the ME decade—shifted the focus of these programs to physical and mental wellness. The 1980s have brought about an increased emphasis on day care, eldercare, life planning for retirement, and community services. Today, the field of ES&R continues to change, mirroring shifts

in the nation's population and social trends.

It's no small wonder that American business is inconsistent in its approach to a permanent home for ES&R. Most frequently included as part of the human resources function in the Fortune 100 companies, ES&R programs can also be grouped in the facilities, fitness, or public relations departments.

Some ES&R programs are managed by a separate association that is supported by the company or a separate association that is not supported but condoned by the company; in some instances the ES&R program reports to a totally unrelated department, such as the controller. Even the federal government, the largest employer in the nation's capital, is inconsistent in its handling of ES&R programs. Within the federal government, ES&R is most commonly a function of the recreation and welfare departments, but these programs are usually administered by an association.

Some of the more proactive corporations have a full-time professional who is devoted to employee services and is supported by a small staff. Unfortunately,

ES&R responsibilities are more commonly assigned to a "multi-hatter," an individual within human resources who handles ES&R in addition to his/her primary duties. This indicates that management, specifically human resources management, understands the necessity of the ES&R function but is not willing to expend the resources to support and staff a full-blown ES&R program.

Individuals seeking a career in human resources and who are interested in ES&R would be well advised to study one other area of human resources such as benefits, recruiting, or compensation. An additional area of expertise will serve as an entree into the human resources department where ES&R is not a top priority.

Showing a return on investment or a bottom-line result is difficult—how can results be quantified? Productivity is the result of a myriad of variables. To prove statistically that ES&R improves productivity is virtually impossible. What has been proven, however, is that ES&R is a valid communication tool, both downward and upward. Perhaps this is why the public relations departments of some firms actively support employee services and recreation. ES&R is emphasized throughout companies that tend to be paternalistic or that recognize the opportunities of positive communications offered by ES&R programs. These companies often identify potential leaders in their employee volunteers and recognize that ES&R activities improve employee morale. ES&R may also serve as a "tie-breaker" when all other things are equal with competitors—an additional advantage in employee recruitment retention.

Complicating the area of ES&R, a field already difficult to analyze, we must also look at geographical implications. As one might suspect, west coast companies are strongly committed to supporting employee associations, human resources activities and programs. Companies in the northeastern and industrial states (such as Ohio) also heavily support employee services and recreation. The reasons we see such variations involve not only geography but the type of industry.

ES&R programs that are enthusiastically supported by the upper management team are most successful in program promotion and administration and they receive more attention from the human resources organization. Management support is also reflected in a larger budget and adequate staffing to administer the program. The scope of ES&R services tends to increase when support increases.

#### RECENT TRENDS

The effect of the mergers and acquisitions of the 1970s and 1980s has been mostly positive for the ES&R field. As corporate cultures changed, the need for communications increased, and the desire to create a cohesive working unit became a management priority. In many cases, human resources recognized that one of the vehicles to accomplish this goal was an active ES&R program. Sports, social activities and newsletters all contribute to the successful integration of diverse workforces and develop a team spirit. Proving the value of employee services and recreation may be the key to obtaining recognition throughout business and industry as well as from the human resources department. The best method of proving this, however, continues to be elusive.

#### **FUTURE DIRECTION**

Changing demographics in the workforce will dictate change in ES&R. The aging population, the needs of an increasingly female workforce, the changes in products and services of America's corporations and businesses as well

as legislative effects of extending retirement age and retention of older workers due to anticipated labor shortages all offer a challenge to the ES&R professional in molding the emphasis and direction of these programs.

While employees will still need preretirement planning they will have to begin planning at an earlier age. Because of the ever-increasing complexity of the tax laws, vounger workers will need to be made aware of the tax law implications on their future financial status. Savings and investment vehicles, the stability of the Social Security program, and legal requirements of employees will have to be evaluated differently than they are today. Eldercare, an emerging trend that is already receiving much attention from our legislators, will be increasingly needed, and the demand for adequate day care will continue to be in the forefront of employee needs. Likewise, programs and activities for older workers will demand a changing focus in employee services and recreation programming and evaluation.

Additionally, some new, and perhaps unexpected, needs and trends may emerge. Whether human resources is prepared to take on these challenges will largely depend on executive management. The ability of corporate executives to see beyond the bottom line and to make a commitment to the humanization of the workplace are necessary ingredients for the continued success of our field.

Everyone involved in ES&R must take a proactive stance. Be an innovator, be a leader, be an entrepreneur. We can be proud of our accomplishments—past and present—but it is the future that presents the most challenge. Let's meet that challenge and prove the value of professionalism both within and beyond the realm of human resources.

Irene Heavey is manager, benefits administration at Unisys, McLean, Virginia.

# Now, Breast Cancer Has Virtually Nowhere To Hide.

The best weapon against breast cancer is early detection.

And that's why a mammogram is so important.

It "sees" breast cancer before there's a lump, when the cure rates are near 100%. That could save your life; it might even save your breast.

Although not perfect, a mammogram is still the most effective weapon against breast cancer. And if you're over 35, it's essential you have one.

Because all breast cancer needs is a place to hide.

Have A Mammogram. Give Yourself The Chance Of A Lifetime.



# fitness/health update

# **Amateur Athletic Union**

# Sports Programming for Today's Youth/Adults

by Randy Schools, CESRA

thletics is the beauty of competition, pacing yourself and taking your mind and body to its limits. Many of our employees enjoy this. Coming out of high school and college they look for ways to compete on a state and national basis. The Amateur Athletic Union (AAU) of the United States, through programs which they administer, will help satisfy some of these desires.

AAU was formed in 1888 by sports leaders who defined amateurism and established standards and guidelines for amateur athletes.

The AAU is the largest nonprofit, volunteer service organization in the United States dedicated to the promotion and development of amateur sports and physical fitness programs. The AAU consists of many associations and several thousand member clubs encompassing all of the United States and its territories. In addition to local, state, regional and national competition, the AAU's more than 200,000 volunteers sponsor general athletic programs for all amateurs ages eight to 80. The AAU is the only sports organization in the nation with programs for all people, of all ages and all year long.

One area in which employees can participate is the Presidential Sports Award which is administered by the AAU for the President's Council on Physical Fitness and Sports. The Presidential Sports Award stands for commitment to fitness through active and regular participation in sports. Earning this award means putting in time and effort to meet the challenge of

personal fitness. The award recognizes this achievement and the effort by the nation toward a healthier, more vital America.

To qualify for the Presidential Sports Award, participants must be at least 15 years of age. There are 43 qualifying sports to participate in. To become eligible for the award, select one (or more) sports, participants should keep a Personal Fitness Log and meet the qualifying standards for the sport selected. The award is a great way to motivate employees to stay with their program. Below is a listing of the standards for an award.

#### • Softball

- 1. Play softball or practice softball skills a minimum of 50 hours.
- 2. At least 20 of the 50 hours must be under the supervision of a coach or official.
- 3. No more than one (1) hour in any one day may be credited to the total.

#### • Tennis

- 1. Play tennis a minimum of 50 hours.
- 2. No more than one and one half (1½) hours in any one day may be credited to the total.
- 3. Total must include at least 25 sets of singles and/or doubles (tie break rules may apply).

#### Sports/Fitness

- 1. Participate a minimum of 50 hours in exercise activities or in a combination of exercise and sports activities.
- 2. Exercise activity may consist of aerobics, calisthenics, exercise or conditioning classes, fitness dancing, rope jumping, workouts on apparatus, including stationary

bicycles, rowing machines and treadmills or a combination of any or all of these activities.

- 3. Sports activity may include participation in one or more of the 43 sports in which the Presidential Sports Award is offered.
- 4. At least 25 of the 50 hours of participation must be devoted to exercise activity. No more than 30 minutes of exercise in any one day may be credited to the total, except for aerobics participants who may credit up to one hour per day. Aerobic participants may credit no more than four hours in any one week to the total.

The above mentioned examples are just three out of the forty-three possible awards programs. The list goes on and on from archery, backpacking, badminton and basketball to volleyball and weight training-it's an excellent way to award your employees and motivate them with a desire for daily accomplishment. After completing their logs, the individuals will receive a certificate of achievement from the President; an embroidered emblem, and a congratulatory letter from the chairman of the President's Council on Physical Fitness and

Another program which the AAU has on the back burner is their Master's Program. The program is currently looking for a sponsor in which local clubs would be formed and individuals could participate in competitive and noncompetitive activities in many different sports. Examples of programs are events such as aquatics festivals, 10K runs,

# new members

and winter basketball leagues.
Competition is on a worldwide basis.
This is for adults 25 years and over.
At the moment this program is on hold, but look forward to its development over the next few years. It will be ideal for NESRA company employees who have a desire for more competition.

This year AAU is focusing more on their senior sports, which allows more and more senior employees and retirees to stay involved in their programming. Many programs have been developed including basketball (both men's and women's), team aerobic dance, and volleyball, to name a few. Also AAU is deeply involved in supporting school fitness, and is jointly working with Indiana University on monitoring programs throughout our country.

One of their major programs is the AAU/USA Junior Olympics with over 3 million young athletes ages eight to 18 participating in 21 sports. Founded in 1948, the AAU Junior Olympics teaches young athletes to set goals for themselves and then strive to reach and exceed those goals. Many of the participants in this year's olympics began their programs and learned the value of sports through this program.

With NESRA encouraging participation of their employees and families at the worksite in recreational fitness events, it is only natural that nationwide programs will soon be developed to carry through with AAU and NESRA's goals of making our citizens more aware of their potentials through sports programming. If you need additional information on AAU, please feel free to write to them at: Amateur Athletic Union, 3400 West 86th Street. Indianapolis, IN 46268. If you are interested in helping to organize or sponsor a master club, forward your name and company information to the above address c/o Mason Bell.

Randy Schools, CESRA, CAE, NESRA vice president of public and government affairs, is general manager, National Institutes of Health, Recreation and Welfare Association, Bethesda, Maryland.

### **WELCOME!**

Alza Corp. Palo Alto, CA

Arizona Commerce Bank Tucson, AZ

Ametek Inc.

Santee, CA

Coast Bank Long Beach, CA

Comp-Tech San Diego, CA

Conner Peripherals San Jose, CA

DM Fashion Jewelry San Diego, CA

Disc Instruments, Inc. Costa Mesa, CA

Dynapert Beverly, MA

Fire Control Instruments, Inc. Newton, MA

Frazee Industries San Diego, CA

Garrett Controls Tucson, AZ

Glaxo Inc. Zebulon, NC

Goal Systems International, Inc. Columbus, OH

Great American Savings Bank Tucson, AZ

Hughes Aircraft Company San Diego, CA

Instrumentation Laboratory Lexington, MA

K.L.A. Instruments Santa Clara, CA

K-Tube Corp. San Diego, CA

Medical Electronics Laboratories, Inc. Danvers, MA

Michaels Gourmet San Diego, CA

Millbrook Distributer Leicester, MA

Mony Financial Services San Diego, CA

Orchard Supply Hardware San Jose, CA

Pacific Communication Sciences Inc. San Diego, CA

Pro Source San Diego, CA

Progressive Consumers Federal Credit Union

Malden, MA

Saffola Quality Foods Los Angeles, CA Silicon Graphics Mountain View, CA

St. Ann's Hospital Credit Union Westerville, OH

Sundstrand A.T.G. Rockford, IL

The Cooper Companies, Inc. Palo Alto, CA

The Culver Studios Culver City, CA

The Hartford Insurance Group Chicago, IL

The New York Hospital-HT5 New York, NY

The Quaker Oats Co. Chicago, IL

The Told Corp. Newbury Park, CA

The University Hospital Boston, MA

The Village News Van Nuys, CA

Tree Haven Family Park/Nob Hill Gilroy, CA

Unisys McLean, VA

United Engineers and Constructors Inc.

Philadelphia, PA United HealthCare Minneapolis, MN

Universal Rundle Corp. New Castle, PA

Universal Studio Tours Universal City, CA

University Arms Columbus, OH

University of Nevada, Las Vegas-Thomas and Mack Center Las Vegas, NV

UTL McDonald Manufacturing Co. Dallas, TX

VGM Co., Inc. Anthony, NM

Vanguard Group Inc. Valley Forge, PA

Verbatim Corp. Sunnyvale, CA W.R. Grace & Co.

Atlanta, GA Wackenhut Services, Inc. Las Vegas, NV

Wausau Insurance Company Wausau, Wi

Wendy's International Oak Brook Terrace, IL

Western Medical Systems Anaheim, CA

White Consolidated Industries Columbus, OH



# NESRA network

#### **REGION I**

Director-Gloria Roque (212) 887-6043

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Service and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Ann Derhammer—(716) 288-6049.

#### **REGION II**

Sr. Director—Bob Rank (419) 247-3256 Director—Dick Haggerty (703) 750-4411

\*Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

\*\*Cleveland Employee Services Association/ Cleveland, Ohio. Contact Mary Berges—(216) 368-4504.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511

League of Federal Recreation Associations/ Washington, D.C. Trip Shriver—(202) 479-0089.

\*Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609), 547-8284.

Warren and Youngstown Employee Services/ Warren, Ohio. Contact Susan Gulakowski—(216) 841-4523.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge—(301) 681-4183.

#### **REGION III**

Sr. Director-Beverly Weiss (313) 471-8654

\*\*Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Felicia Goldberg—(312) 845-1100.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Gary Roehl—(313) 496-5773.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

#### **REGION IV**

Director-Ann Foster (704) 373-2851

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric—(407) 356-3365.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 557-6543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones—(615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

#### **REGION V**

Sr. Director—Jim Urick, CESRA (612) 733-6225 Director—Joe Hauglie, (612) 853-3383

\*Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 729-6097.

#### **REGION VI**

Director-Pamela K. Hahler (303) 744-5226

Denver Area Employee Services and Recreation Association/Denver, Colorado. Contact Lori Sharp—(303) 977-6605.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Bob Brown—(214) 457-5997.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Pamela Paniszczyn—(512) 821-3033.

#### **REGION VII**

Sr. Director—Dave Baker, CESRA (213) 333-5693

Director—Diane Delaney-Talton, CESRA (213) 972-6675

Associated Industrial Recreation Council/ Burbank, California. Contact Carl Nicchitta— (818) 842-6121.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Verdene Allen—(714) 793-5982.

Employee Service and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Eileen Martinson—(213) 618-4747.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick—(602) 794-8248.

\*Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3494.

\*San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeff Cornish—(206) 924-2426.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

\*Tri-County Industrial Recreation Council/ Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

\*Leonard R. Brice Superior Award Winners
\*\*Chapter Merit Award Winners

#### **CONFERENCES & EXHIBITS**

The 1989 NESRA Conference and Exhibit will be held May 3-7, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA headquarters—(312) 562-8130.

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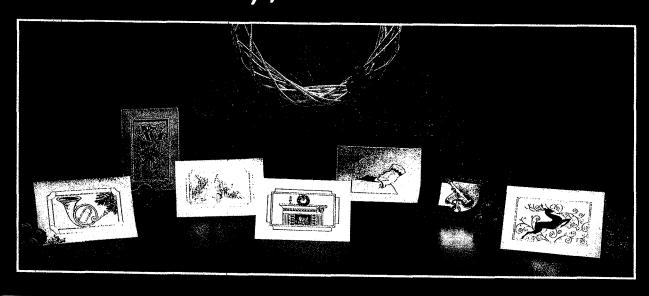
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## **NESRA PUBLICATIONS**

## Program Growth Ideas—2nd Edition (New)

This 2nd Edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much more.

Member Price—\$20.00 Non-Member Price—\$30.00

# An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price-\$25.00

#### Principles of Association Management—2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

Member Price—\$20.00 Non-Member Price—\$26.00

## The Best Child-Care Option For Your Employees (New)

This 101-page manual provides all the information required to select, begin, and manage a child-care operation. In addition, information is included for the employer to assist employees in obtaining help in existing child-care facilities. Examples of specific child-care operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95 Non-Member Price—\$11.95

#### Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

Member Price—\$20.00 Non-Member Price—\$40.00

## **Employee Services Management Magazine**

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

1 year—\$27.00

2 years-\$46.00

3 years-\$65.00

Add \$5.00 (U.S.) per year for foreign subscriptions.

## Recreation Trends Toward the Year 2000 (New)

This data based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

Member Price-\$20.95

#### **Standard Sports Areas**

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00 Non-Member Price—\$10.00

## Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00 Non-Member Price—\$40.00

## The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price-\$3.00

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## In this issue

- From the beginning of time, communication has been a sought after skill. The art of written, oral and interpersonal communication continues to be valued and perfected in all areas of life. Of the many skills required of practitioners in the field of employee services and recreation, none is more important than that of communication. Read this month's cover story, "The Age-Old Art of Communication" for insight into how improving this skill can greatly impact your career.
- Visibility to employees is an extremely important concern for ES&R managers. Your office may experience a great deal of traffic; Organization and creativity in displaying logo items, brochures and other services is vital to your success. Turn to "Creative Use of Office Space: Three Effective Solutions" to see how three NESRA members utilize their space.
- Being concerned for the overall well-being of your employees, nutrition and the availability of healthy food is an arena in which many ES&R managers are becoming involved. Read "Trends in Business and Industry Food Service" to find out how the industry is changing to accommodate nutrition-conscious employees. Also, read the accompanying feature, "Nutrition on Wheels," to see the new alternative to vending machines.
- Would you like to generate some additional income for your employee association without taking additional risks? Turn to "Effective Cash Management of Your Association Funds" to find a moneyproducing program that once utilized will reflect quite favorably upon your ability as a successful manager.
- Also in this issue, don't miss the ESM Bulletin which reports what employers are doing about eldercare, and the Fitness/Health Update which details the tools needed for a cholesterol-education program.

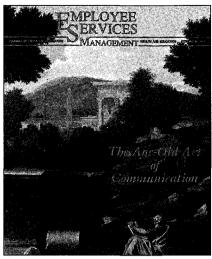
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PARTICIPATION TRACKING: JUSTIFYING YOUR PROGRAM ● MANAGING DIFFICULT PEOPLE ● EFFECTIVE USE OF COMMUNITY RESOURCES ● INTERVIEW WITH NESRA'S 1989 PRESIDENT.

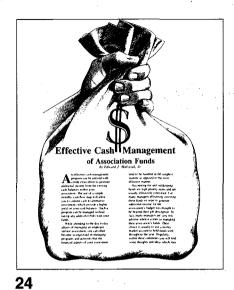
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## NOVEMBER 1988

Volume 31, No. 9







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Cover: Nicolas Poussin, Landscape with St. John on Potmos, (detail) 1640, oil on canvas, 101.8 × 136.3 cm, A.A. Munger Collection, 1930.500. © 1988 The Art Institute of Chicago, All Rights Reserved.

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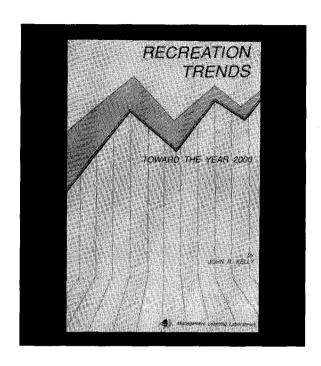
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FITNESS/HEALTH UPDATE by Tamra Torres, CESRA

Employee Services Management

# **NESRA NEW ARRIVALS**



## Recreation Trends Toward the Year 2000

This data-based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

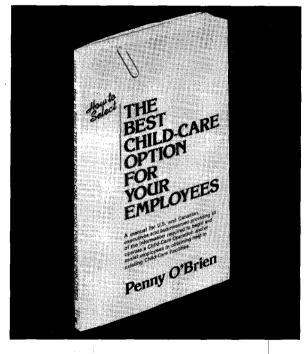
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# ESM bulletin

## **Eldercare—What Employers are Doing About It**

by Susan H. Loeb

oes this sound familiar?-Middle-aged Mary is divorced and supports herself by working as a manager at a fairly large company. Her children are grown and self-sufficient and therefore she has no need for the child care services offered by her employer. She does, however, have one family problem that has caused her considerable stress and has disrupted her job performance over the last few years—an aged mother. Four years ago, Mary's father died leaving her mother alone for the first time in 50 years. Two years after his death, Mary's mother, although physically healthy, was lonely and depressed; she could not cope with living alone. The responsibility of resituating her mother fell solely on Mary. The decision-making process was emotional and time-consuming. Mary felt guilty for not bringing her mother into her home, but that was out of the question. In searching for adequate new housing she used up all her personal days and part of her vacation time. She was worried her mother would run out of money. Mary finally found her mother a "retirement home" where her mother had her own apartment, but ate her meals with other people and shared in daily activities. Two years later Mary's mother suffered a heart attack. After convalescing several weeks in the hospital, Mary's mother became well enough to leave the hospital, but was still too weak to return to her retirement home. In fact, Mary was not sure that her mother would ever be selfsufficient again. Some type of daily care was required at least for the time being. Again, Mary had to take time off from work to find an interim care arrangement for her mother and again her job performance suffered.

Mary is not unique and employers and the government alike are beginning to recognize that employees with elderly parents suffer the same conflicts and stress in managing family and job responsibilities as employees with young children. Employers know that with conflict comes employee turnover, absenteeism, lower productivity, and poorer quality of services as well as negative attitudes towards work. To combat these problems, employers are establishing any one or more of the following:

- Flexible personnel policies
- Short and long-term leave policies
- Eldercare information, consultation and referral services
- Long-term care insurance programs
- Dependent care reimbursement programs

**Flextime.** Flextime is one of the most common employer-provided benefits. Flexible work schedules provide employees with the opportunity to adjust their working hours to meet their personal needs. Depending

on the type of work, the cost to the employer for providing a flexible work schedule may be relatively low. For example, one national insurance company requires all employees to be at work during core hours of 10:00 a.m. to 3:00 p.m. and otherwise requires a minimum seven-hour day. Although flextime was probably first implemented to accommodate working parents with young children, it also allows an employee such as Mary to arrive late one morning to take their aged parent to the doctor.

Short and long-term leave policies. Both the private and public sector are recognizing the need for employees to take time off from work for an extended period of time without fear of losing their jobs. For example, in the private sector, Eastman Kodak Company has adopted a family leave policy that allows employees to take up to four months of unpaid leave for family-related purposes. Among other things, an employee can take the leave to care for a seriously ill family member (including parent, child or spouse). Under the policy, an employee who takes a leave is guaranteed his or her former position or a similar one upon return to work. Under the Eastman Kodak policy, family leave may be taken once every two years and must be taken in intervals of more than four weeks at a time. Employees who wish to take off for less than four weeks are encouraged to apply for a personal leave of absence without pay.

In the public sector, Congress as well as state legislatures have pending family care bills. For example, pending before the Wisconsin and Maine legislatures, employers (very small employers are exempt) would be required to offer 6–8 weeks of paid leave to employees who are having a child or must care for a sick family member. Under the Wisconsin legislation, if an employer interfered with an employee's family leave rights, a monetary penalty would be assessed against the employer.

Consultation and Referral Networks. One of the more interesting employer-provided benefits is eldercare consultation and referral services. International Business Machines Corporation (IBM) has implemented a nationwide program benefiting its 237,000 employees and 30,000 retirees which offers in-depth consultations and educational information from specially-trained staff. Among other things, the service educates employees as to what type of services they need and where such eldercare services can be obtained throughout the United States. The cost of providing the service is paid by IBM, but the actual care will be paid by the employees or their relatives.

Long-term care insurance. The statistics are

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## ESM Bulletin

staggering. The average bill for a one year stay in a nursing home is \$22,000. One study found that 2 of 3 elderly Americans who live alone would run out of money after only 13 weeks in a nursing home, as reported last year by U.S. News and World Report. The private insurance industry, recognizing the limitations of Medicare, has responded with a new product—long-term care insurance. Some pioneering employers have begun to offer group long-term care insurance under which the employee typically pays the entire premium necessary to maintain the coverage. The policies insure the employee, the employee's parents or in-laws or other dependents. Obviously, the younger the insured the lower the premium.

Various types of coverage can be purchased. For example, one insurance company offers three option plans to employees, each containing fixed daily benefit levels for care at a nursing home facility, adult day care center or the home. All three have a \$1 million lifetime maximum. Long-term care insurance is bound to become more popular and sophisticated with increased consumer education and with the advent of federal legislation mandating governmental long-term care coverage.

Flexible Spending or Reimbursement Accounts. Employers who wish to help their employees meet the

burden of eldercare costs that qualify under a Dependent Care Assistance Program (DCAP) may offer a reimbursement plan to cover some or all of the costs. A DCAP will cover an employee's expenses for household and dependent care services which are necessary for gainful employment, if the parent, parent's spouse or other dependent is physically or mentally incapable of caring for him/herself. For example, the cost of a nurse coming into the employee's home to care for an aged parent would be reimbursable (to the extent not otherwise deductible). Alternatively, the care expenses incurred by an employee for a dependent in a qualified care center outside the home would be covered.

Instead of direct reimbursements by the employer, an employer can set up a salary reduction program under which an employee can elect to have a portion of his salary reserved for such dependent care costs. The portion of the salary deferred will be subject to federal income tax. Such "flexible spending accounts" must meet specific IRS guidelines in order to get the tax benefit. The aggregate amount excludable from the employee's gross income cannot exceed \$5,000 (\$2,500 in the case of a married individual filing separately) for any type of dependent care—whether it be child or eldercare, or a combination of the two.

Although no employer has yet sponsored an on-site day care center for its employees' parents, employerprovided eldercare benefits are becoming as popular as child care benefits.

Susan H. Loeb is a lawyer with the firm of Kovar, Nelson, Brittain & Sledz in Chicago, Illinois, specializing in employee benefits.

## news in brief

## **Happy Women**

In a recent survey of 1,000 USA women, 90 percent (ages 18 to 24) are happy and 83 percent expect to meet their future personal goals, reports USA Today.

These women say that selfconfidence is the most important criteria for success. Other criteria for success include a supportive partner, affordable child care and reliable birth control. Of those surveyed, only 13 percent credit physical appearance as a criteria for success.

Additional findings:

- Seventy-one percent of those women who planned the timing of their first child say they have reached their goals; whereas, 57 percent of women who did not plan their first child say they have done so. Less than half (48 percent) of those surveyed say they did not plan their first child.
- Mothers who work say they are more satisfied with their career (35 percent) than working women without children (29 percent).
- Married women (69 percent) are more likely then unmarried women (54 percent) to say they've met their life goals.
- Almost 70 percent of white

women say they have met their life goals compared to 42 percent of black women and 51 percent of Hispanic women.

Women with children say they are more satisfied (46 percent) than those without children (39 percent).

### **Cash Bonuses**

Cash bonuses are not as effective for motivating employees as once perceived, reports the Wall Street Journal.

One management consultant says that cash is the most used and abused incentive award. Instead of monetary bonuses, companies should offer vacation trips or merchandise.

A cash bonus of \$1,000 is only worth its face value. The money is usually used to pay for necessities like the mortgage or the children's dental bills.

However, a \$1,000 trip brings enjoyment and long-lasting memories. Employees will have photographs of the company-paid trip to remind them of the award.

One publishing company replaced cash awards with jewelry. In 1984 this company flew its 14 employees

and their guests to Hawaii for a week. "You can give employees cash, but they can't brag about it," says one publisher. "To tell someone about your [cash] bonus is kind of personal because the amount could reveal your salary."

Instead of real money, the company gave paper money in five colors representing denominations from \$1 to \$20 which could be spent at 33 local stores.

## Be Optimistic and Be Healthy

In the future, a personality test may be a routine component of a physical exam, reports USA Today.

For some time experts have suspected that personality has a crucial influence on health and recent research supports this theory.

Studies reveal the following clues to a healthy personality:

- Less angry and more trusting people have better health than those who are hostile and suspicious (especially those under age 50).
- When beginning at the same health status, optimists encounter less illness than pessimists.
- In stressful situations, those who





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## news in brief

perceive change as a challenge and feel strong commitment to their daily work are healthier than those who fear change and are less committed.

 One of the most powerful health protectors is possessed by people who control their lives, even in stressful circumstances.

People's attitudes shape their health habits. For instance, pessimists feel as though they can do little to change themselves and therefore, they practice poor health habits. On the other hand, people who take charge of their lives, are confident, optimistic and tend to take self-protective steps.

Results of a 20-year study at a major university of over 400 men and women, show that the most suspicious and hostile people had the smallest chance of surviving that 20-year period because they tended to smoke and not to exercise. The most

trusting were likely to survive.

In another study, 200 executives who experienced a traumatic shake-up at their Midwestern utility firm were observed. Through this crisis about half stayed in peak health and others became ill. Those who stayed healthy were attributed optimistic traits.

## **Fitness Competition**

Just as prospective members need to be sold fitness club memberships, the same approach should be used to remind existing members why they joined, reports the March 1988, issue of *Club Industry*.

To catch the attention of the group with the highest drop-out rate—new members from 0 to 4 months—one club chain developed an individual fitness competition. Members are awarded points for performing a

variety of fitness activities. Those who earn 40 points over eight weeks win a free dinner at one of four local restaurants, a T-shirt with the competition logo and a \$5 gift-certificate toward the club's vitamin store.

From the beginning of the program in the spring of '87, the rate of attrition among new members decreased from 32 percent to 20 percent.

To sponsor a competition like this that will not only pay for itself but also generate funds, do the following:

- Find four local restaurants willing to donate 35 dinner certificates per month,
- Have the vitamin certificates donated,
- Buy logo T-shirts at cost (\$5), and
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will be provided with a \$1 profit per contestant.

#### **Eldercare Aid**

With employees becoming concerned about the potentially devastating costs of long-term elderly health care, a few employers have added insurance for such care as a low-cost option to their benefit packages, reports the *Wall Street Journal*.

In recent years individual policies to help with the cost of nursing home stays or for care in one's own home has become available outside the workplace. However, these existing individual policies are usually expensive and restrictive. For example, some policies do not pay for any costs to people who develop Alzheimer's disease. Also, in some cases, policies pay long-term care benefits only after the policyholder

spends time in a hospital.

As an alternative to these policies, a few employers are offering more comprehensive group plans at lower costs. Four companies and three states (Alaska, Maryland, and Ohio) have in the last 18 months begun to offer long-term group coverage for their employees.

In a recent poll of 147 large employers, almost half said they are likely to offer such programs in the next five years. To gear up for this future demand, insurers are designing more extended-care plans.

These company-sponsored policies offer premiums at about 30 percent lower than individual policies and they have less restrictions on when benefits are paid.

Despite the advantages, there are some drawbacks to these policies. Employees must pay the full cost of the premiums for the insurance. Also, young employees who participate now might find that they

may be affected by inflation and therefore insufficient help in the future.

Policies now being offered are not designed to deal with inflation and it is expected that health-care costs will skyrocket.

This benefit option is still a rarity. Some companies are not so readily willing to offer this option because they fear they soon will be expected to pick up the cost of employees' premiums. This would add to the cost of retirees' health coverage, already a substantial corporate cost.

The cost for a one-year stay at a nursing home is an average of \$22,000 a year now, and rapidly climbing. Nursing-home costs increased at an average annual rate of 15 percent between 1966 and 1982. It is estimated that in three decades from now, a stay for the same length of time will probably cost about \$55,000.

A company with such a plan offers

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Because all breast cancer needs is a place to hide.

Have A Mammogram. Give Yourself The Chance Of A Lifetime.



# news in brief

payment benefits beginning 90 days after a policyholder begins to receive extended care, and no hospital stay is required. For nursing-home care, the maximum payouts are \$150,000 and for home care, \$75,000. Employees who leave this company also have the option to continue their coverage.

Most of the corporate programs also allow employees' parents and inlaws to participate.

For those considering implementing a plan, be aware of the following implications:

- It is important to attract both young and old employees as participants in order to spread the risk and keep the premiums down.
- It may be difficult to attract younger employees since it will take time and energy to educate them about long-term health coverage.
- Employers will also have to point out what employees' regular policies do not cover and employers are more accustomed to pointing out the positive.
- A decision from the Internal Revenue Service is pending which may categorize eldercare and child care as a "qualified benefit" meaning that employees may be able to allocate a portion of their salary before they are taxed for this use.

Experts anticipate younger employees will turn to employersponsored long-term health plans as they become more aware of these devastating costs.

## **Working New Moms**

More than half, the highest amount ever, of American moms with babies under age one are working, reports *USA Today*.

Experts say this may increase demands for more and improved day-care programs.

In 1976, 31 percent of new moms worked, unlike now when they are becoming the norm with 51 percent doing so.

With this drastic increase, those involved in federal legislation need to

direct their attention to bills regarding child care.

From 1976 to 1987 there was an increase in the number of dual-career families with a child under age one. In 1976 the number of new mothers in dual-career families returning to work was 8.3 million. In 1987 the number jetted to 13.4 million.

Other changes have occurred since 1976:

- The number of dual-career couples with no children rose from 3 million in 1976 to 4.2 million in 1987. Twenty-seven percent of these couples had at least four years of college.
- Women ages 18-34 expect to have an average of 2.1 kids.
- In 1987, the fertility rate of women ages 30–34 was 74 births per 1,000 women vs 60 per 1,000 in 1980.
- The number of childless women in their 30s decreased from 24 percent in 1987 to 20 percent in 1980.
- Sixty-eight percent of those women who gave birth to their first child at age 30 or older stayed in the job market whereas, 54 percent of women ages 18–24 did so.

### **Earned Time**

Instead of granting employees separate blocks of time for holidays, vacations, sickness and perhaps personal business, one company lumps all of these days together, calling it earned time, reports the Wall Street Journal.

To avoid employees misrepresenting their time off, one hospital issued earned time which resulted in reduced sudden absences to be filled by overtime.

With this system, beginning employees are granted 28 days a year (fewer days than the former system) plus seven days for extended illness. Employees can also trade in much of the time for cash if they leave.

One consultant refers to this as a small but growing trend among companies offering flextime.





by James N. Alexander, CESRA

Have you ever planned a super event, say an employee picnic, and had a disappointingly low turn-out?

Have you ever had trouble justifying your budget to upper management?

Have you ever asked to have a flyer/poster/ display created, only to have the finished piece not at all what you had envisioned?

Have you ever offered an employee group vacation trip that seemed to be one they wanted, but had to cancel due to low registration?

Have you ever "been at odds" with your employee recreation council?

Have you ever planned a sure-fire, brand new activity in your mind, only to have it turned down by your department decision-maker?

bsence of good communication on your part may very well have been a factor in each of these situations. Of the many skills required of practitioners in the field of employee services and recreation, none is more important than that of communication.

Communication—The imparting or sharing of information so that understanding takes place with a minimum of effort—involves skill with the written word, skill with the spoken word, skill at listening, and skill at interpreting and responding.

While there is agreement that these skills are important in our jobs, how many of us really work to sharpen them? How many practice, study, rework, analyze, or take special classes to improve what most of us casually take for granted? Probably

not many.

Of course there are additional skills, talents and interests that set us apart from other professions. We should be creative in our programming, flexible to handle a range of projects at the same time, attentive to the myriad of details involved, practical with financial matters, enthusiastic in our desire to be of service, wise in our dealing with and/or managing people, and visionary to the changing needs of our employees and our field of endeavor.

But success with our efforts, our plans, our goals usually hinges on our communication abilities, assuming the other skills are in place or are being developed. Without being too technical, let's discuss a brief, simplified breakdown of what

we mean by communication in our jobs, on a daily basis. For the most part we will deal with the process, the need, and the options.

Quite simply, communication requires knowledge of information to be shared and knowledge of our audience, whether it be a quick phone call to a volunteer about a change in a ticket price, the design of a flyer promoting a volleyball tournament, or the preparation of a speech before the management of our company concerning our program plans and achievements.

Communication can first be divided into written and oral communication, admitting there is crossover even at this initial separation of skills. Interestingly, while we may spend more time polishing our written efforts,

## **Desktop Distribution:**

by Felicia Goldberg

Desktop distribution is an effective tool for communicating employee services and recreation programs because nearly 100 percent of the employee population receives the information as opposed to other means of distribution.

When materials are distributed on the desk, they are the first items employees see when they arrive in the morning. Since the information is there before employees begin working, it is likely to be picked up and read by employees before they start their work day. If an informational flyer is placed on an employee's desk or in his or her mail box during the day, the chances of the piece being read are greatly reduced. Written communication pieces are only effective if read by the majority of the employees.

To communicate special events and employee clinics, fliers are an effective tool to use. Even though a newsletter may include an article on the event or clinic, it is always more effective to announce an event or clinic as much as possible.

Fliers are excellent communication tools for advertising a special event or for registration purposes. Information can include dates, times and location of an event. Employees simply complete the registration form, cut it off and send it back to the program coordinator with their registration check, if applicable.

Timing is important when distributing promotional materials on employees' desks. Promotional materials should not be sent out too far in advance, since employees may forget about the event by the time it occurs. Materials that include a registration form should be distributed to allow enough time for employees to return the form, and for the program coordinator to set up the final details for the event.

Publishing information too late can also be a problem. For example, if a newsletter containing several deadline dates for activities and services comes out too late, ticket sales usually drop and many tickets are left unsold.

If the flier announces a special event such as a kickoff meeting, it is best to desktop approximately one week prior to the event. This allows employees enough time to plan to attend the event. One week is also close enough to the event, so employees will not forget about it.

Distributing materials on employees' desks can be used as a way to gain interest for an upcoming event. For example, at Allstate, we hold our annual Family Day each September. Several promotional pieces are created to announce the upcoming event.

We begin advertising approximately three to four months prior to the event by distributing a teaser poster with the date and theme of the event in order to build excitement. Every few weeks a new piece is produced and distributed to employees. Family Day promotional pieces include: a teaser poster, an invitation letter from the chairman, an activity/volunteer sign-up flyer, an event update and a program of events.

If we did not have the convenience of our current distribution process, our alternative would be to have promotional materials placed at each department's mail station. This procedure can be effective; however, an inconsistency in distribution among various departments can be created. Even when the items are placed in employee mailboxes, the chances are greatly reduced that the materials will be read due to the high volume of mail received during a normal day.

In conjunction with distributing materials on employees' desks at Allstate, tent cards are often produced and placed on cafeteria tables to promote an event.

knowing they can form a permanent file of incriminating evidence, oral communication by its very nature usually has a more profound effect on immediate interpretation, reaction, circumstances, and actions.

Here is a sampling of written communication opportunities:

- Flyers/Bulletins: One of the most popular media used to announce and promote just about every project in your program; and they can be the most economical and effective tools available if some simple rules are followed. Make them eye-catching, clear (not cluttered), and accurate. Include a contact phone number, use clip-art/graphics/large type, and if posted—remove after ten days maximum.
- Newsletters: A super method of keeping employees up-to-date on

your program, either your own publication, or as material fed to your employee newsletter editor. Timing is important, as is full disclosure of information to attract participants. As this can be a profession unto itself, there are several excellent commercial and university workshops offered across the country on the techniques of newsletter preparation, design, editing and photography. Take advantage of them!

• Displays: While not primarily written, in the true sense, these stand-alone or bulletin board opportunities are especially effective in broadcasting a particular event while raising excitement and interest levels. Use photos, lots of color, splashy headlines, a sleeve for copies of a flyer, maybe even some helium

balloons. Locate in a high-traffic area and station a staff member or volunteer to hand out the flyers on the first day during lunchtimes or as employees are entering or leaving for the day.

• Proposals/Program

Justifications: Now we're into the heavier written material. Such communication is usually with a reporting supervisor or other upper level management. They must be clear, concise, and to the point. They must be substantiated with accurate, measurable factual information, as well as with your enthusiastic interpretation of employee need and probable success. Address all points that may come up in a face-to-face meeting on the written document. Include supporting material when appropriate. Cover the "dollar"

## **Communicating Your Program**

## HOW TO SET UP A DESKTOP SYSTEM

Our operating department is in charge of all desktop requests for the home office complex which includes more than 5,000 employees. The night cleaning crews are responsible for the actual distribution.

Currently, our system works as follows. Once we know of a promotional piece that needs to be distributed to employees, the operating department is contacted for permission to desktop the materials. We try to contact operating one week prior, so that the number of pieces to be distributed for the week can be determined. Thursday is the only day of the week scheduled for distributing materials. If there was not a set date, it would be difficult to control the amount of time spent distributing materials on employees' desks. For example, distributing three pieces on one night is more time- and cost-efficient than distributing one piece a night on three nights.

We are responsible for bringing materials to operating prior to 3:30 p.m., so the evening staff has the items to distribute to the cleaning crew.

Another alternative to using the

desktop method of distribution is to utilize volunteers to place materials on employees' desks. This process will work well for small companies that may not have an operating department.

## HOW TO CREATE A NEWSLETTER/FLYER

To create a newsletter it is important to obtain as many details about an event as possible. For example, when an article about an Allstate theater night is included, it is important to know the name of the play, the date, time and location of the performance. It is also helpful to include information about the content of the play. The more information that is written in the article, the fewer questions employees will have, and the smoother the ticket sales will run.

Once all the details are received, the information is typed into the computer system. Before sending the finished copy through electronic mail to typesetting, it is copy edited to double check the grammar, spelling and information. After the copy goes through electronic mail to the typesetting division, a copy of the typed manuscript is taken to typesetting for selecting the correct format. A

typeset galley is then produced and returned to the originator to be proofread and returned to typesetting. Corrections are then made and the final copy is returned and pasted onto artboards in preparation for printing.

From there, the artboards are taken to our in-house printing facility. The turnaround time is approximately five days. While the material is being printed, approval for distributing it is obtained if the issue will be back on a Wednesday or Thursday. If we receive the issue on Monday, Tuesday or Friday, it is distributed through the department mail stations.

Desktop distribution is an excellent way to communicate programs to your employees because of the exposure gained by having materials placed directly on the employees' desks. Participation in employee programs increases as the amount of advertising for events increases. Therefore, it is important to make publicity materials as accessible as possible.

Felicia Goldberg is a corporate relations staff representative at Allstate Insurance Company in Northbrook, Illinois.

## **Evaluate Your Newsletter Design**

To successfully serve its readers, a newsletter must have both impact and order.

Through the content and its design, the newsletter should have a clear, comfortable identity.

One of the basic elements of a newsletter is page design. Material should be arranged on a page so that the reader can move smoothly from one story to the next. It should be evident which headline goes with which block of copy or to know who or what is pictured in an uncaptioned photo.

To evaluate your page design, use this checklist for each page:

- Does the design of the page smoothly guide the reader through it? Can the reader begin at the focal point of the page and easily proceed in a natural, automatic flow?
- Is it evident as to which copy goes with which headline, and which photo goes to which story? Are these relationships clear? Does the page's copy, photos, headlines and boxes, look like one visual ensemble?
- Is the most important story the focal point? Can the importance of each story be determined by its position on the page and its size in relation to other material?
- Do design elements of your page such as type, artwork, photos, rules, etc., convey the tone and message of each story? Does artwork appear as though it breaks up copy rather than clutter it? Can the reader get a feel for your organization and its characteristics (such as authority, formality, friendliness, timeliness, order and accuracy) by the page design?
- Is white space balanced on the page? Is there a consistency of how internal margins are used?
- Does the design call attention to the material rather than itself? Are the pages uncluttered and do they highlight the content.
- Will the reader be confused or frustrated when they read this page? Will the reading of one story be interrupted by elements of another? Is it clear which copy blocks belong together?
- Is the copy designed for reading ease? Is centered copy or copy set in ragged left avoided to reduce eye strain?
- Are headlines sized and placed effectively? Tombstone style (adjacent headlines) should contain content different enough so that they do not read into each other.
- Are there a variety of sizes and shapes on each page or spread to keep the reader interested?

Source: N-A Newsletter for Newsletters, Volume 2, No. 3.

bottom line" openly and honestly.

- Letters/Memos: These are both internal and external. Again, clear, concise and accurate information is expected; no fluff. Perfect grammar, spelling and punctuation are musts. When asking for information or bids from external sources be especially clear as to your requirements. Don't leave anything to be assumed by the reader; you may be in for surprises. Don't commit to anything in writing until you are satisfied there is clear understanding between the parties involved.
- Budget Preparation: A specialized form of communication requiring both financial agility and verbal documentation. You may be able to get some help from your accounting/financial staff if you are unsure of the needs, style or support data required to complete this document. Do your homework, maintain accurate financial records of current and past projects, study industry material (ESM journal) and use a calculator or computer.
- Surveys: Here's an opportunity to ask for communication, to listen to your audience, to gather material as you plan and develop your program. A written survey form should be clear and brief, made available either to the widest possible base of employees or to a carefully structured sample. Be cautious interpreting results as people tend to use such a survey as a "wish list" rather than an indication of probable participation. Survey samples and techniques are available in numerous books and from specialized courses.
- Electronic Screens: A highly specialized, emerging form of open communication is the use of such screens in high traffic areas. Formats range from simple moving typed messages to short promotional video clips showing an employee touting an upcoming activity or action shots of a previous event. While in limited use today, there is no question that such communication in the employee services field will be fairly common in a few years.

## **ORAL COMMUNICATION**

As stated earlier, since spoken messages also carry emotional



overtones of every description, you must be even clearer and certain of your message and your audience. Plus, accompanying the spoken word is the whole world of nonverbal visual messages—body languagé, gestures, eye movement, etc. This brief discussion will not cover this subject except to make you aware of its importance and to encourage you to locate descriptive material for your own examination, i.e., *Keynotes*, July 1988.

- Presentations: Not as formal as speeches, these must be carefully prepared, studied, and referred to in outline form during their delivery. Few other opportunities are available where you can so greatly enhance your image in others' eyes, especially those whose positions are loftier than yours. Obviously, knowledge of your subject is critical to success. Preparation of the material in a logical, flowing format that reaches your predetermined conclusion is essential. And confident, measured delivery, with pauses, inflection, articulate use of your voice, and eye contact, will help keep these audiences attentive.
- Speeches: Much of what we said under presentations applies here also. Of a more formal style, although the subject matter may be less intense, speeches usually address an audience of wider backgrounds and interest. This poses a greater challenge in commanding and holding their attention. Speeches should be written out completely, studied but not memorized, and

referred to as needed during delivery. Excellent courses in public speaking are available across the country. Speeches may be delivered in your company, at organizational meetings, industry conferences, NESRA functions, and at colleges and universities—hopefully spreading the word about your employee recreation and services field. In fact, you are encouraged to seek out such opportunities!

• Telephones: Usually a spontaneous communication, your phone style on the job can do much to enhance your service image and credibility. Answering a call promptly, identifying yourself, using the phrase "How may I help you?", and speaking in a clear voice will help such communication accomplish its purpose. Be concise and brief without being curt or brisk, and be pleasant while bringing each call to its conclusion.

## INTERPERSONAL COMMUNICATION

Remaining for our discussion of communication for the employee services practitioner is the complex, challenging and exciting arena of face-to-face, interpersonal oral communication.

Here is yet another topic about which volumes have been written, and hundreds of college and commercial courses have been available in recent years. Our interpersonal skills help establish us as individuals in the minds of everyone with whom we come in contact. And yes, these skills are used with family, friends, and acquaintances, as well as on the job.

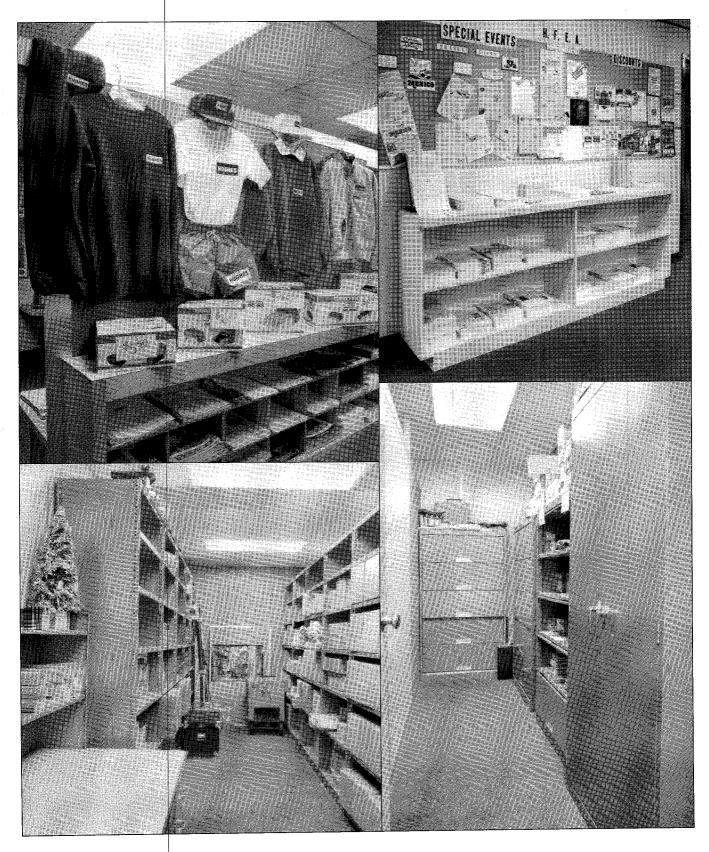
Whether as a manager, volunteer leader, or a support person on a recreation staff or employee association board, how we communicate with people on a daily basis determines our success ratio of accomplishments. Usually we need help in our jobs, especially in our people-oriented profession. We can't do it alone, nor should we. Verbalizing our plans and needs, asking for specific help, discussing an idea, solving a team problem, responding to a question, sharing information, and being a good listener are all examples of interpersonal communication.

We must be attentive, thoughtful, courteous, unbiased, open, articulate, patient and clear in meaning as we talk with those around us. Obviously, that includes solid words and common sense. But many of us who know better do not adhere to these simple guidelines. It's easier to be authoritative, dictatorial, unthinking, brisk and demanding. The choice is ours. Our career time line, our successes, our happiness at work, our recognition are usually measures of our interpersonal skills.

Remember those questions at the beginning of our discussion? Reread them; identify the communication needs that could have had a bearing on the outcome of these employee. services examples that probably have a familiar ring. And then promise yourself that you will make an effort to sharpen your skills. You will practice, you will take an appropriate course or class, you will read materials dealing with communication, and you will ask those around you for help and understanding as you work to become a better communicator.

Jim Alexander was, prior to early retirement, manager of employee services & communication at McNeil Pharmaceutical, Philadelphia, Pennsylvania. He is currently executive director of the Philadelphia Association for Employee Recreation & Services, chapter development advisor to NESRA, and a member of the ESM Editorial Advisory Board.

# **Creative Use of Office Space: Three Effective Solutions**



## Hughes Aircraft Company—Fullerton, California

by Phyllis Smith, CESRA

a n the area of employee services & recreation, visibility is our most important concern—visibility to our employees.

To attain that visibility, it is necessary to consider some major elements:

• OFFICE LOCATION AND SPACE: Where is your employee population located? In a central area or both a central area and satellite areas.

The employee services & recreation office should be located in an area close to, and easily accessible to, the employees. The loss of productive time in traveling to the office is a company concern. This concern can be an advantage to the employee services & recreation director when negotiating for company office space. Space for the employee services & recreation office is based on the number of office personnel, their functional operations and the products and services to be offered.

# • OFFICE CONFIGURATION: With location and space confirmed, the next step is to optimize operational efficiency.

Who are our personnel and what are their responsibilities/duties? Let's assume we have a computerized office:

1. Computer—Computer furniture is necessary for healthy, efficient use of computer equipment and its compact design uses less space. Today, computer furniture is designed to create space for operations by maximizing wall space for design setup. Important considerations are: electrical outlets, proper lighting, telephone/modem lines, computer printer size, disk/diskette storage, computer software library size,

technical manuals and associated workspace, file space and semiprivacy for more productive worktime.

- 2. Sales Area—A ticket/product sales counter should be designed to have ample room for more than one sales agent, a computer terminal, cash drawer(s) and ticket drawer(s). To maximize usage, an undercounter storage area holding backup event and discount tickets should be constructed. This eliminates agents leaving the counter unguarded and wasting time replenishing supplies while employees wait in line.
- 3. Displays—Displays are the "seeing is believing" part of products and services offered. Items may be displayed on walls, counters or in visible sectional storage cabinets.
- 4. Wall Space—Make your office bright, cheerful and attractive with posters (travel, tours, outdoor attractions, announcements, special events, etc.), sports clothing and logo items (on hangers & matched).
- 5. Counter Top—Special equipment purchase items displayed.
- 6. Visible Storage Cabinets— Travel/tour flyers, discount membership cards, tickets, informational brochures. All items should be attractively, efficiently displayed to ensure visibility and cost of items. Think of an elegant department store display.
- STORAGE: You may have the luxury of sufficient storage space, either in your office area and/or in an adjacent area. First, determine the size and number of items to be stored, including the time element i.e., short- or long-term inventory.

Short-term inventory could be stored in flat-face cabinets taking up less space. For long-term inventory or especially large items, consider storage racks somewhere other than your immediate office, but adjacent to your area.

#### • BULLETIN BOARDS:

Bulletin boards are "publicity" holders. The company uses them to communicate with employees regarding company information, policies and procedures. The employees service & recreation office use of bulletin boards is also for communication with employees but in the area of leisure time benefits and services.

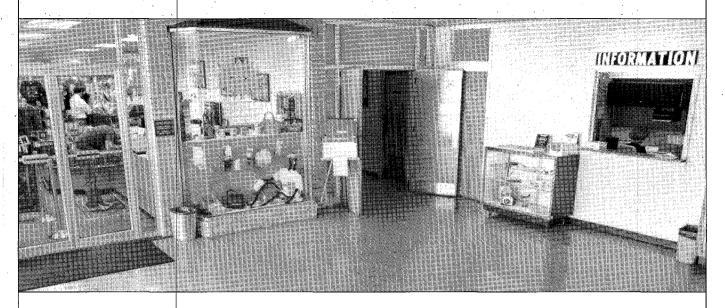
Creative use of bulletin boards is a must. Consider flyers, announcements, bulletins, news releases, all in color and with pictures. Make them dynamic eyecatching attention-getters.

Bulletin boards should be used throughout company facilities but the most important one is adjacent to the ES&R office. This bulletin board should be designed to display each and every product item and service that ES&R offers to the employees. Remember, this bulletin board is there 24 hours a day—your office is not open 24 hours a day. This is a powerful employee communication tool!!

Design your office with efficient use of space in mind—with personnel's health and safety in mind—and with dedication to serving the employees as their representative for leisure-time benefits and services.

Phyllis Smith, CESRA, NESRA past president, is executive director of the Hughes/Fullerton Employee Association, Hughes Aircraft Company, Fullerton, California.

## Lockheed—Marietta, Georgia



by Ken Loftice, CESRA

tilization of office space and personnel in a particular way, for a long period of time, makes change difficult. By nature, we rationalize the old axiom "If it ain't broke, don't fix it," and we fall into ruts. The following process has helped this staff to provide efficient service.

Consider all effected: Any change in work environment means new methods and manners of performance. First, the staff will be most effected. Second, consider those you serve, particularly the regular participants. Change means a new learning process of locating persons and/or services. Third, if you have an Employee Services Board they need to be involved from an informational standpoint.

Timing is important: The best time to implement change is in conjunction with another event. This is particularly true for job function. A retirement, leave or prolonged absence, promotion, or a resignation provides the opportunity to make desired changes not only in job function, but also in office arrangement. Take advantage of "being unsettled" to try something new, something different! Change will be unproductive unless you have

made it easier for those you serve to take advantage of what you offer.

Communicating your program: Bulletin boards are perhaps the most common method of advertising your programs. Not everyone has the opportunity to see a bulletin board; however, there are other methods of getting your message across which can be effective. Consider electronic message boards in cafeterias or break areas, or static letterboards at entrances/exits to your work site. By keeping your message fresh and concise, readership becomes habit. Your communication becomes even more important if the "Services Area" is not located central to the employee population.

Convenience is the key: Once you have enticed someone to take advantage of your services, make the fulfillment as easy as possible. If someone has to drive to get to your location, how accessible is parking? Are signs adequate in directing them to the most convenient entrance? Once inside the facilities, immediate assistance should be provided through an information booth/receptionist. Lobby and hallway displays, brochure racks, film drop boxes, etc., should be located with high visibility in mind yet out of the

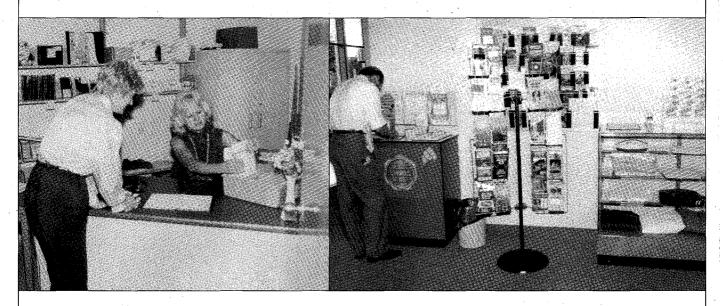
main traffic flow to prevent congestion. If planning an employee store, consider locating the entrance as close as possible to the largest flow of personnel, preferably adjoining your recreation/services area. Your store then has the advantage of exposure to personnel using other services and vice versa. Make your lobby/reception area convey a warm feeling to those who enter

Better staff efficiency: So, you have a good set-up complete with information/reception. Why not look at another way to provide assistance to those you serve; locate secretarial staff outside the professional staff area for one more "filtration" process? More direction can be given, perhaps preventing unnecessary interruption.

Change can even bring intrigue. Perhaps you, too, can have persons who say, "I came by to see what was different!" Ruts are easy to follow and we followed them for many years. Thanks to a persistent and dedicated staff, we found our way out and the result has been efficiency!

Ken Loftice, CESRA, is executive director of the Georgia Lockheed Employee Recreation Club, Inc., Marietta, Georgia.

## Integon-Winston Salem, North Carolina



by Jo Ann Rollins, CESRA

he Integon Employees
Activities Association (EAA)
is responsible for four separate
offices. Our main two offices are
located on the first floor, adjacent to
the company's lobby and reception
area. This location capitalizes on
heavy employee traffic in and out of
the building.

These two main offices consist of my office and right next door, the EAA Sales Shop. My office is divided into two areas by a partition and bookshelves. The smaller of these areas is used for employees to stop in and browse through various order catalogs and brochures including wedding invitations, Christmas cards and gift wrap, shoes, jewelry, and discount coupons. Employees can also check out books from a large selection donated to the EAA by employees.

My office area consists of a desk, storage cabinets, and a small meeting area with a table and chairs. This is where the majority of the bookkeeping and voluminous paperwork involved with my job is done. I also have an answering machine so I can screen calls at my busiest times and catch messages when I am away from the office.

The EAA Sales Shop was only

recently acquired and put into use as the place where all selling and signups for various events and activities takes place. This office houses a small supply of various items employees can either purchase on the spot or order. Some of these items include candy, cookbooks, greeting cards year-round and seasonal gifts, and EAA logo items such as hats, visors, sweatsuits, tee shirts, tote bags and mugs.

Among other items employees can purchase here are bus passes, discount movie tickets and discount tickets to various local and national parks and recreational areas. The EAA Sales Shop is open three days a week during lunch for cash transactions.

The area right outside these two offices provides a film drop-off box, a showcase housing company logo items, a brochure rack, and a bulletin board displaying EAA events. These conveniences are available to employees at all times. This arrangement of office space allows me privacy to do my work, yet I am still available to help employees when they need information.

The two remaining offices are located in the basement of the building and are used primarily for

the Ceramics Club activities and storage. The kiln and necessary related supplies are located in one office, along with items stored for each of the EAA's four councils. The other office is used as a classroom.

To help remind employees of upcoming EAA events, ticket sales deadlines, etc., there are bulletin boards located on each floor near the elevators. These bulletin boards are exclusive to the EAA, and are large enough to display advertisements from each of the four councils. Two large EAA bulletin boards are located just outside the company cafeteria, again taking advantage of heavy employee traffic flow. This board displays all upcoming events, cruises, shopping trips, weekend getaways, and various notices.

With the help of the EAA
Trustees, I keep all of these boards
up-to-date and neat and attractive.
Experience shows that out-of-sight is
out-of-mind. Being ever present in
the employees' minds through
advertising is vital to the success of
the EAA.

Jo Ann Rollins, CESRA, NESRA general secretary, is director, employee activities association, Integon Corporation, Winston-Salem, North Carolina.

# Trends in Business and Industry Food Service



By Beryl Yuhas

Then asked to write this article on food program trends in the Business and Industry (B&I) segment of the food service industry, I could not help but think that until the mid-sixties B&I food service was referred to as "Institutional Food Service." As the terminology has changed to identify this segment of the industry, food service has been able to adapt and respond to the ever-changing needs of the businesses it serves and their employees, to meet the challenge of providing quality food and service, widen its customer base, and attain its financial goals.

During that era when the B&I industry was known as "Institutional Food Service," one's image was of long straight stainless steel service lines, a sterile atmosphere, uninteresting food and limited choices. A meal in this environment fed the customer but did not offer much improvement over bringing one's own lunch. B&I food service has come a long way. Some of the most talented operators in the industry are now specializing in B&I food service. The majority of employee cafeterias are as good, and sometimes better than anything the employee can find in retail establishments across the street from their workplace.

Companies have been, and continue to, commit to resources on new employee dining facilities. Older units are being remodeled and renovated. These units incorporate the latest in design and equipment. Today's employee dining facilities enable the operators to merchandise and offer their customers a dining experience that even some retail operators have emulated. Both self-operators and management companies are making the commitment to do it right.

Just as the customer who consumes the products of business and industry signals the provider that the customer's requirements have been met through its purchase orders, so must the operator of a B&I dining facility listen to its customers. This in both cases is the customer base and it is the customer who through his/her buying habits defines and dictates changing trends.

A significant trend that has emerged in the eighties is "The Pursuit of Wellness." Employers have developed wellness programs for their employees that go far beyond annual checkups. These businesses provide within their facilities areas such as gyms, running tracks, even some tennis courts and swimming pools. They are committing expensive space and personnel to keep their employees healthy. These programs have also affected employee food services.

Programs are now being offered to give the customer a choice in the regular menu fare—"A Healthy Alternative." Most operators are using point-of-sale materials, with special logos or graphics to identify these choices. An example would be a small 8½ x 11-inch free standing menu board, placed above the menu item, giving nutritional information such as low fat, high fiber, less cholesterol and calorie counts.

## TYPES OF FOOD SERVICE

Breakfast bars are becoming popular, where healthy items are displayed in one area. Examples of some of the choices are freshly baked muffins or bite-size chunks of fresh fruit; bulk cereals—granola, puffed wheat and shredded wheat—cereals that do not contain added sugar. These are served with low-fat milk, brown sugar or honey. Specialty breads are available, banana nut or zucchini nut with cream cheese. Some accounts have purchased large juice machines and offer freshly squeezed orange, grapefruit or vegetable juice. What a great alternative to the regular breakfast fare!

Salad bars offer low-calorie dressings and low-salt, high-fiber crackers. Again, fresh fruit bars are featured at lunchtime with bite-size chunks of seasonal fruit and toppings of bran, raisins, brown sugar, plain yogurt and honey dressing.

Hot food and grill areas are changing, most offer at least one low-calorie entree. Rice and pasta are becoming as popular as potatoes. More fresh seasonal vegetables are being used, replacing canned and frozen ones. More fish (in some cases fresh), and poultry dishes are being offered as an alternative to red meats. Grill areas have long since changed the oil in the fryers to vegetable versus lard. Some are featuring lighter grilled or broiled items such as marinated chicken breasts or fish stuffed into pita pockets, again offering the customer a choice.

Deli sandwich areas now have an abundance of whole grain breads and rolls, high fiber breads of cracked wheat, 7 grain, oatmeal and bran have become standard items in this area. Many operators are offering a smaller sized sandwich that is lower in calories because it contains less meat and/or cheese. Some offer a piece of fresh fruit as an alternative garnish to chips and pickles.

Even the dessert areas have not been forgotten. There are now choices that contain less sugar, such as pistachio, lemon or poppy seed bundt cakes, freshly baked apples or poached pears. Also frozen yogurt with great toppings, such as dried fruits, raisins, carob chips, trail mixes, nuts and fresh berries in season are offered.

Another area that has really taken off in the last couple of years is healthy snacks. Companies are offering total merchandising concepts to display their products. Counter or floor displays contain plastic bins full of goodies. Deluxe trail mixes, yogurt almonds or raisins, carob almonds or walnuts are featured, to name just a few. The beauty of this type of program is that since it is sold by the ounce, it allows the customer to treat him/ herself to a few goodies, thus satisfying his/her sweet tooth without feeling guilty. Fresh brewed decaffeinated coffee completes the meal.

Partly responsible for the increased emphasis on employee food services to provide more varied choices and lighter menu items is the large number of women who have entered, and continue to enter the workforce. This large customer base has made itself heard and the food service industry has listened to it and responded.

Generally speaking, women demonstrate a willingness to try new menu items and products. This has led to the operators being more willing to take the risk and try new menu items. This has proven to be quite successful and has encouraged them to continue to introduce new ideas.

The operators are now putting more emphasis on standards, merchandising, new program and menu development. They are placing some of their most creative and talented people in merchandising and standards staff positions. Some are even tapping the retail side of the industry and hiring fully-trained chefs to develop new recipes and ideas.

In addition to the above, the industry recognized that their customers were leaving their workplace at lunchtime to eat at retail establishments. This loss of customer base was due to the employees not being able to purchase their favorite foods in the cafeteria. This challenge is being met with the introduction of popular ethnic and regional dishes featured on a daily basis in the cafeterias.

## MARKETING OF FOOD SERVICE

New designs that resemble food courts are now becoming standard. Many of the older facilities are being redesigned to enable the operator to give the customer the types of food s/he prefers. For example—scramble systems that allow the customer to wander through the service areas before s/he makes a selection. These modules also allow the operator to create the mood of the program with retail displays, point-of-sale menu boards and to merchandise the food. This attracts the attention of the customer.

These new design concepts are exciting to both the customer, who now has more choices, and to the operator who can merchandise the food like never before. Many of these are self-service, which has allowed the industry to offer more choices with, in most cases, the same labor base. Most of these programs charge by the ounce.

The salad bar has become a standard feature in a B&I account. Today's salad bars also have incorporated selfservice soup and chili at the end of the unit. Some of the more exciting self-service programs are sandwich bars. Dagwood would love this program. It enables the customer to choose from a variety of breads and build his/her own sandwich the way s/he likes it, from an array of meats, cheeses, spreads, avocado, sliced tomato, etc., and because it is charged by the ounce, people take as little or as much as desired. Grazing bars are being introduced that really please the customer who likes a little of everything. This program features gourmet salads, such as chunky chicken or turkey, tossed with fresh vegetables. Pasta, Chinese chicken, seafood and sesame eggplant are offered—the choices are all wonderful.

Some accounts have, self-service hot lines in addition to the traditional entreé line. These areas are great for tacos, pastas with choices of sauces, sausages of the world, dim sum treats and build your own burger bars. There are also areas featuring gourmet desserts—it's not unusual to see the types of desserts seen in fine restaurants such as cheesecakes, tortes, sinfully rich chocolate cakes, and fresh fruit flans. Hot desserts are also becoming popular again—peach, apple or cherry cobblers and dutch apple pies, to name but a few. In addition there's frozen yogurt offered with some great toppings. Snacks and treats are not forgotten either. Many accounts are installing popcorn machines and still more bake fresh cookies everyday. People do really eat with their eyes, they love to be involved and tend to spend more on a meal if they help themselves.

As we have covered quite a lot of self-service programs, it is important to also look at what's going on in the areas that have attendants behind the lines. The food court concept allows the operator to change programs and cater to changing tastes and trends.

The most popular programs feature the kinds of foods people enjoy at their favorite restaurants. Mexican food is one program that people really enjoy. Some accounts have dual hot and cold areas for this program. Super burritos are made in front of the customer and then topped with shredded lettuce, tomatoes, guacamole, sour cream and salsa. Tostada shells are filled with chicken or beef and again topped with goodies. Soft and regular tacos, Spanish rice and refried beans complete the meal. This type of meal lets the customers get involved, without having to serve themselves. Some newer accounts have pizza ovens, and prepare from scratch, freshly-made pizzas, sold whole or by the slice.

What will the future bring? The customer base will continue to change, more two income families will be in the workplace, with women spending less time in the home preparing meals. This has already made the work lunch the main meal of the day for some couples. More people are spending a larger percentage of their food budget eating out or purchasing prepared food to take home. What will be the future trend? Listed below are the programs that the industry is talking about.

- Take Home: Programs provided by the employee food services, while not available in many places, are nevertheless being addressed by the industry. The key to successful take-out/take-home programs will be—convenience, selection, quality, presentation, packaging, and price. Like most trends that start in the retail segment of the industry, this one will take time to develop and adapt to the B&I segment. Recent surveys indicate that approximately forty percent of fast food unit sales come from take-out/take-home purchases.
- Comfort Foods: Regional, home-style cooking, food that used to be prepared at home.
- Foods that Reward: Rich, upscale desserts, gourmet ice cream, specialty coffees, espresso.

The eighties have certainly been an exciting time for the B&I industry. A time of great change in all areas, the industry has had to "turn on a dime" in response to the customers' needs and changing tastes. Most operators say "It's been a lot of fun making it happen." Trends for the nineties? Who knows? However, the industry will be there ready to do "whatever it takes."

Beryl Yuhas is principal of Beryl Yuhas Associates located in San Rafael, California. Before forming her own food service consulting firm, Beryl was vice president of operations for a large regional food management company.

# Nutrition on Wheels

by Deanna Hormel

hat is our mission? Once defined and supported by upper management, goals and concepts are now readily developed. Corporations and departments within a particular corporation vary in food service requirements. It is important to provide an environment conducive to the task at hand. This may be creativity, efficiency, employee well-being, or a combination of factors. When you are affecting quality of life, such as nutrition, you need to also consider the personal satisfactions of employees.

Most corporations feel it is important to encourage employees to remain on-premise during meal times. Lunchtime is normally limited to 30-45 minutes. This

seldom allows employees adequate time to drive to any restaurants in the surrounding area. On-premise corporate dining allows relaxation and interaction with fellow employees. This interaction may be a meeting setting, saving time in the busy schedules of today's employees.

As we develop various concepts to satisfy both management and employees alike, we must identify their activities. The machine operator or physical laborer is going to concern him/herself with a different appetite than the more sedentary employee. Just because 60 percent of the population enjoys occasional lighter fare, does not mean they will enjoy it daily, and the other 40 percent should be satisfied with a heavier menu.

Some personalities, especially the creative ones, enjoy serving themselves, while others may not. The person who lives alone will probably have their large meal at the workplace, and enjoy a light meal at home. The employee who has a working spouse may find carryout meals convenient.

Health-conscious employees continue to grow in numbers. Increased press has made our population more knowledgeable of the benefits of good nutrition.

Most food services in the business and industry segment have set aside a healthy and nutritionally-sound program. It is usually a program such as 'Be Good to Your Heart,' Healthworks, Lighter Fare, etc. which promotes nutrition along with medical knowledge and fitness programs. The offerings at a Lighter Fare counter should be low in sodium and percent of fat, cholesterol. and calories. Those nutrients need to be visible to the customer. Developing a concept and menu are only the beginning. Health-conscious employees will not accept bland foods because a manager or recipe developer attempted to reduce sodium. As recipe development occurs, various fresh herbs and fruit juices might replace margarine, fat and salt. Brochures with factual nutritional information can be a handout for a nutritional kickoff or promotion.

Anyone planning a nutritional program should consider the support of a nutritionalist or dietitian. A software program which provides a nutritional analysis is extremely helpful and will save numerous hours. Correctly informing one of nutritional data can be very critical in the success of the program.

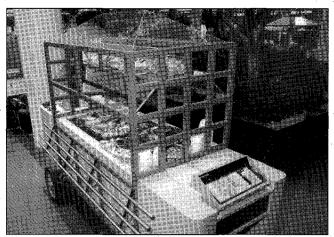
Employees can enjoy vegetarian pizzas, vegetable lasagna, creamed tuna and broccoli over noodles, turkey steaks, and vegetable plates with low calorie cheese sauce. Food service operations have reduced salt in recipes to meet the taste changes which have occurred as our population's palates become more sensitive to sodium.

## **MARKETING NUTRITION**

How do we market nutrition? A concept which is flexible would be a vendor cart program. Any area, most generally a lounge, will provide enough space for a welldesigned mobile food cart. One cart should be designed for hot or cold foods depending on menu or change in tastes in the future. A need for mobile service carts might exist if you have a remote area populated with a group of employees who would enjoy self-service. It is a great concept when space is at a premium. The carts can be stored up until lunch service and returned to storage following lunch. Food can be brought to the service area on carts supplied in a pantry near the temporary dining area. The number of carts and extensiveness of the menu will depend on the diversity of the group, and the number of employees. A full menu can be offered with four, sixfoot vendor carts. The carts and offerings might be as follows:

- Hot and Cold Combo—Two entrees, two vegetables and a starch.
- Cold Pan and Hot Wells—Chili, soup and cold dinner salads, tailor-made sandwiches, and fruit plates.
- Cold Unit—Salad by the plate (two sizes), tossed greens, vegetables, condiments, dressings, crackers, etc.
- Dessert Unit—Drop in freezer unit, cookie tray, fresh baked pie. The end of this cart could provide a minimum of beverages.

Vending machines in an adjacent area would be best for beverage support. The vendor cart design is not conducive to plumbing.



Serviceware should be plastic and paper to eliminate transporting of soiled china service. Trash containers in the dining area will suffice for handling the disposables.

The aesthetic design of the carts can complement the decor of the area where they will be used. It is important they be designed with tray slides. Enhancements to the basic cart can be space for serviceware, condiments, and point of sale. The mechanics can include a compressor for chilling a cold unit or could be limited to a cold pan. The size and enhancements to the cart will affect the weight and dimensions. If the trucks are heavy they should be motorized to make them easy to maneuver, but this will add a significant expense.

The key to participation is to welcome the employee with an appealing presentation. Fresh and nutritious should be the customers' perception of the carts as they are moved into a lounge or work area.

Fruit displays, salad and vegetable bars, warm muffins releasing a fresh baked aroma and a light casserole will fill a healthy ticket. Be sure to post calories, as many weight and health conscious employees depend on a calorie accounting in their everyday life.

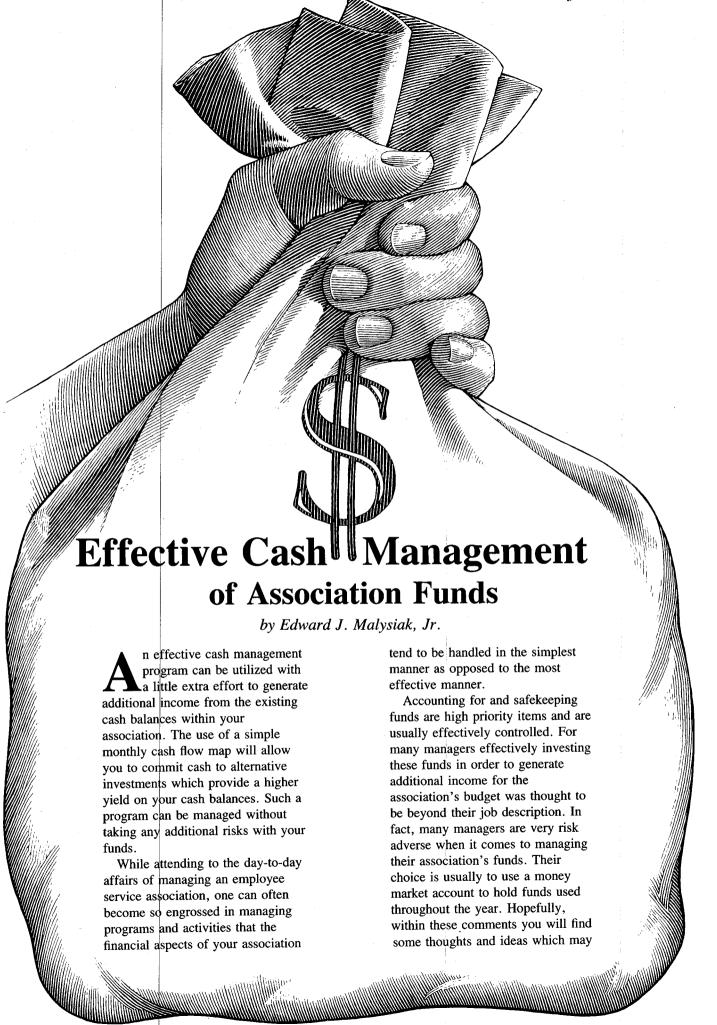
Break times in the corporation in years past consisted of coffee and donuts. Our requests from meeting planners today consist of much healthier fare. Juice, fresh fruit trays, fruit and grain muffins and lighter pastries and breads are typical. Fresh brewed decaffeinated coffee is increasing in popularity.

Continental breakfasts could be a healthy morale booster in your office world. A small vendor cart located in an access area could merchandise bagels, croissants, individual juices, low-fat milk and fresh fruit.

The success of any program is keeping a pulse on trends and how they are accepted in your environment. Implement a program when you are sure it is a trend and not a fad. Monitor the participation rate regularly and encourage employees to provide feedback to any change or implementation.

Your customer, guest or employee of the 80s responds to a healthy, valuable, convenient and attractive lifestyle.

Deanna Hormel has been director of food service for Hallmark Cards, Inc., at the Kansas City headquarters since 1979. Deanna has been involved in food service since 1960 when she began her career as a dietitian at Fort Hays State College.



be implemented within your current cash management program which would lead to a better return upon the considerable sums of cash which flow annually through your association. As a manager you may not recognize this opportunity.

Most associations have little money to invest. Any funds collected during the year are allocated by budget to specific programs. A successful manager at the end of each year has expended all his cash or may have only a very modest surplus. The nature of an organization dictates that money collected in any given year is usually expensed during that year. Rarely, does any surplus of investable funds ever exist. While very few employee associations have surplus funds to invest, most of them have very substantial annual cash flows. Such cash flows present cash management opportunities.

Exactly what is cash management and why would you, as someone who is responsible for handling employee association money, be interested in more effectively managing your cash?

An effective cash management program simply establishes the timing of the flow of cash into the association and identifies the timing of the outflow of cash from the organization. Most associations receive the majority of their funding early in the year while expenses occur at various times during that year. Often the heaviest expenditures occur late in the year. Mapping annual cash flow on a monthly basis will allow identification of funds not needed for 30, 60, 90 days or longer. Such excess cash can be invested so it reaches maturity in time for those identifiable expenses which will occur later in the year. The identification of these funds provide an opportunity to increase the income generated by the cash held within the association. Generating additional income will provide more funds for your annual programs. Providing additional funding for the association without taking any significant risk with the funds can reflect quite favorably upon your abilities as an effective and successful manager.

## **INCREASING YIELDS**

How can you increase your current yield on cash without taking any significant additional risks? In today's marketplace an investor has three alternatives to effectively increase his yield on investable cash.

First, the investor can lengthen the maturities with his portfolio. Instead of investing in a money market fund he buys a six-month or nine-month Certificate of Deposit (CD). This is a very effective way to increase yield. Once again, the key to taking advantage of this opportunity is having an accurate monthly cash flow map as described previously.

Secondly, an investor can increase his/her yield by lowering the quality standards. Instead of a bank account, s/he can put his/her cash into a money market fund. S/he could provide additional yield by investing in a Treasury Bill and progressively more yield as s/he reduces quality by moving to a Certificate of Deposit, High Quality Corporate Note or Bond up to the ultimate in yield with a low quality bond or what is commonly referred to as a "Junk Bond."

Do not allow yourself to be enticed by mutual funds offering yields which are quite a bit higher than your current rate of return. They achieve these higher rates of return by either buying bonds with much longer maturities or by investing in securities of much lower quality than are appropriate for your association. Mutual funds are not appropriate cash management vehicles. Mutual funds differ from money market funds in one very important way. They are "marked to market" each day which means the price of a unit changes daily and depending on market activity the prices of each unit could change dramatically. The money market fund unit price does not change. If you put \$100,000 into the fund, you should be able to withdraw \$100,000 at any later date.

## **MONEY MARKETS**

The third alternative available for increasing yield on cash investments is to reduce the costs associated with

investing your cash. Simply stated, if you could invest in the same securities as a money market fund but make those investments for less cost your return on cash invested will be greater. To help illustrate this point I will describe how a typical money market fund operates.

A money market fund pools millions of dollars from individual investors to buy CD's, Treasury Bills, Commercial Paper Notes and other short-term investment vehicles. These investments will have various maturities with the average of most fund maturities between 30-90 days. The fund will always have a very significant pool of money available on an overnight basis to allow for daily redemptions of units. This allows the investor to liquidate his/ her units in the fund and receive cash for his/her position on a daily basis. The investor in the fund has the most flexibility available because s/he can receive cash on a daily basis. For the use of the fund each investor will pay approximately three-fourths of 1 percent to 1.25 percent of the money s/he has invested in the fund as a fee to the manager of the fund. In addition, the fund has other administrative expenses and transaction costs (commissions) which are charged against each investor's return. Fees and expenses vary between funds. Unfortunately, these money market funds never bill directly for these fees but simply take them out of the pool of managed assets. This has led many people to the mistaken notion that they do not pay any fees to put their money in a money market fund.

If you wish to use a money market fund for your association funds, be sure to compare fees, expenses, average maturity and quality ratings with other money market funds. Simply using the fund with the highest yield may be inappropriate for your association. With the help of a professional you can purchase the same kind of investments which are held in a money market fund. In almost all cases the cost of buying into the same instruments will be considerably less than the threefourths of 1 percent to 1.25 percent charged by the funds.

The flexibility of a money market fund provides a great vehicle for your association's funds which you will need to access quickly or within 30-60 days. To the extent your cash flow map has identified cash which can be invested for longer periods of time, it would be in your best interest to enhance your return by investing the money in some other vehicle (CD, Treasury Bill, etc.) with a fixed maturity date to correspond with your anticipated need for cash. Using the money market fund in conjunction with other fixed maturity vehicles is the best strategy for increasing your interest received on your cash balances. I have employed this strategy for NESRA in investing cash balances for the past year with great success.

While having focused on the advantages of an active cash management program, I would be remiss if I did not discuss some of the potential pitfalls or risks associated with this strategy. As an investor, when you extend your maturities to gain additional yield you give up access to those funds until they mature. The more you extend the more you compromise your financial flexibility. This makes your monthly cash flow map so important to the successful execution of this strategy. Of course, most fixed maturity vehicles (CD's, Treasury Bills, Commercial Paper Notes, etc.) can be sold if it becomes absolutely necessary to access cash. Unfortunately, the cost of such a sale could potentially reduce your return to less than what you could have received by simply leaving the cash in a money market fund.

Another consideration in executing a cash management program is a basic understanding of interest rates and how they change. While an accurate interest rate forecast is not essential to success it can enhance performance. Correct anticipation of interest rate changes and the timing of the purchase of your extended commitments would result in additional income for your association. Remember the yield on the money market fund changes each day. Over a period of a few weeks

these rates could change dramatically either up or down. In a perfect world where interest rate forecasts are always correct, we would keep all our cash in money market funds. while interest rates are rising. As rates reached their peak we would make fixed rate commitments with our cash for as long as possible. Unfortunately, this is not a perfect world and any interest forecast is far from completely accurate. The good news is that the premiums or additional interest received for extending your maturities becomes larger, the greater the uncertainty in the consensus interest rate forecast.

"Providing additional funding for the association without taking any significant risk can reflect quite favorably upon your abilities as an effective manager."

The investment professional that is working with you can provide this assessment of the benefits of extending maturities at any given time in the market.

	Current Alternatives						
9.00	and Average Rates Available						
	1 mo.	3 mo.	6 mo.	9 mo.	1 yr.		
Money	<del></del>						
Market	7.00	·					
CD's	7.63	7.95	8.20	8.33	8.45		
Treasury		•					
Bills		7.05	7.51	8.10	8.24		
Commercial							
Paper	8.03	8.18	8.24	N/A	N/A		

as of 8/18/88

While all this sounds quite complicated it is really a very simple program. It does require a good cash flow analysis and access to an inventory of investment alternatives. By reviewing the alternatives and measuring them against the current return of the money market fund one can make decisions with respect to investing cash balances.

Successfully executing this

program can provide additional operating funds for your association. While your additional revenues are not going to double you can certainly expect to increase your income threefourths of 1 percent-1 percent annually without taking any additional risks or compromising your financial flexibility. If you have an annual cash flow of approximately \$250,000, you can expect additional income of \$2,000 to \$2,500 for your operating budget. Certainly, in this era of corporate fiscal responsibility any additional funds generated could take quite a bit of pressure off your budget.

While we have talked about using an investment professional to help execute your cash management program, the selection of this professional may be the most critical element in determining the success of your program. How should you select this individual? You should find someone who has experience in managing cash for organizations and associations similar to your own. S/he should also have access to a significant inventory of short-term investment alternatives which s/he can actively show you on a regular basis. Finally, s/he should have the ability to deliver cash to your operating accounts quickly, in most cases this can be done by wire transfer to your bank.

Hopefully, this discussion of a more active cash management program has peaked your interest. The program described simply takes advantage of the higher interest rates available by committing cash to fixed maturities timed to meet your expense obligations. Also, you can increase your income by avoiding the large fees charged by most money market funds. You will certainly not get rich with this program, but you can demonstrate your effectiveness as a manager and provide some additional income for your association without taking additional risks.

Edward J. Malysiak, Jr., is vice president of Rothschild Securities, Chicago, Illinois. He has been working actively with NESRA during the past year to effectively manage the cash balances described above.

# fitness/health update

# Cholesterol Education— A Heart-Saving Employee Program

by Tamra Torres, CESRA

ou have probably read numerous articles and listened to radio and TV programs on cholesterol and so have your employees. Most people know that cholesterol is an odorless, white, waxy substance manufactured in the liver and present throughout the body. It is also common knowledge that excess cholesterol (sometimes hereditary, but oftentimes a result of lifestyle habits) can attach to artery walls and form a tough plaque. A build up of this plaque can create a clot that will not allow a proper flow of blood and oxygen to the heart. This condition can result in a blockage or hardening of the artery (arteriosclerosis) or can cause a heart attack. Since cardiovascular disease continues to be the #1 killer in America—claiming about 770,000 lives per year (1985 statistic)—this is of great concern to your employees.

Your employees know about cholesterol; but have they taken a personal look at what it means to them? Specifically, have they had a cholesterol test? And, if so, do they know what their level is and what it means? A recent Gallup poll of 1,000 American adults showed that 72 percent of the respondents had their cholesterol level tested but didn't remember what it was! This says something about the amount of education and follow-up provided by those doing the testing.

The employee fitness professional has an opportunity to provide a very important service at the worksite—a cholesterol education, screening and follow-up program. This type of

"The education, encouragement and follow-up that you give to the employees in your cholesterol program can make the difference between life and death."

program can also be coordinated through your company's medical department, or by using qualified consultants or contractors to provide these programs.

Cholesterol Education: This is the most crucial part of your program. Until your employees are convinced there is value in knowing their cholesterol level and what it means, they will never bother having a test. Excellent educational brochures are available through the American Heart Association, as well as the National Institutes of Health. These can be distributed to all employees, or handed out individually during a "Cholesterol Education Day" in your company cafeteria.

It is especially important to make employees aware of the risk factors that are associated with heart disease. Employees with one or more of these risk factors should be strongly encouraged to have their cholesterol checked and monitored periodically. These risk factors include: FACTORS —age above 40 YOU CAN'T —male sex CONTROL —family of heart

NTROL — Tamily of nea disease

FACTORS – YOU CAN – CONTROL –

—cigarette smoker—hypertension

—diabetes—severe obesity(greater than 30 percent overweight)

The educational aspects of a cholesterol program do not all have to be negative! The good news is (according to Dr. Kenneth Cooper) 90 percent of all cholesterol problems can be controlled with weight loss, diet and exercise. The challenge comes in motivating individuals identified as having elevated cholesterol levels to make lifestyle changes.

**Cholesterol Screening:** Providing an opportunity for employees to have their cholesterol checked at the worksite is easy. There are two types of screenings that you can provide. The first is a simple finger-stick test. This is only a screening and not meant for diagnostic purposes. This is an excellent and inexpensive way to determine if a problem exists. Portable analyzers have been developed in recent years that make on-site screenings very simple to set up. A simple painless finger stick is done and a small amount of blood is put into the analyzer.

The two most popular analyzers are the DT-60 (Eastman-Kodak) and the Reflotron (Boehringer Mannheim). The DT-60 has the capability of analyzing multiple tests

### **BLOOD CHOLESTEROL GUIDELINES**

#### **RECOMMENDED**

#### **BORDERLINE RISK**

**HIGH RISK** 

Less than 20 20 or above

**AGE** 

under 180 mg/dl under 200 mg/dl

200-239 ma/dl

240 mg/dl or above

(85/hr) and costs approximately \$7,000. The Reflotron has a maximum throughput of 20 tests/hr and costs approximately \$5,000. There are many organizations—both hospitals and fitness consultants that own such machines, and unless you plan to do mass screenings, purchasing a machine is probably not necessary. At Texas Instruments, we provide a cholesterol screening for \$5 with the use of an outside vendor. If you would like to read a study done that compares the two analyzers mentioned above, contact the Northwest Lipid Research Center at the University of Washington, Seattle, Washington. Both machines are acceptable for getting a preliminary test, but anyone with marginal results should get a full blood analysis test done.

A full blood analysis is done intravenously and can also be done inexpensively. Research the reputable, clinical labs in your area to negotiate on-site blood draws. Usually, a lab will come on-site for a minimum of 10 participants. The cost per person will range from \$8-\$20. This same test is often performed during annual exams at a cost of \$60-\$90. The accuracy of this blood test is dependent on the participant fasting for at least 12 hours prior to the test. Therefore, if you want to provide this service on site, it should be done prior to the start of work. The lab test is much more accurate than the finger-stick method, and also gives other important levels such as triglycerides and the ratio of HDL and LDL cholesterol.

The liver places a blanket of protein around each cholesterol molecule so it can be transported throughout the bloodstream. The resulting molecules are called lipoproteins. There are two lipoproteins that make up cholesterol.

HIGH DENSITY LIPOPROTEINS (HDLs) are known as the "good" lipoproteins. High levels of HDL are associated with less artery and coronary heart disease.

LOW DENSITY LIPOPROTEINS (LDLs) are potentially harmful. High levels of LDL increase the risk of heart disease.

The ratio of HDL to LDL cholesterol in your body can be determined in a full blood analysis, and is important to know!

Everyone needs to have their cholesterol checked. According to Dr. Kenneth Cooper, "a child should have a lipid profile done before puberty. If there is low risk of heart disease in the family, you can wait until the teen years, 20 at the latest, for the test. Between 20 and 35, everyone should get a blood test (full blood analysis). If everything is normal, they shouldn't worry about another one until age 35." After 35, Cooper recommends a test every three years. If there is a problem, closer follow-up should be observed.

Follow-Up: It's reported that in a random screening, 25 percent of those identified at high risk, asking cholesterol levels above normal. You can expect the same results at an employee screening. What you do with and for the employees at moderate to high risk is crucial. Once someone knows that they have high cholesterol, they will want to take measures to lower it. For most people, getting your blood cholesterol under control is as simple as changing the foods they eat. Providing menus and tips for making wise choices toward low fat foods is an excellent way to help your employees make lifestyle changes.

If an employee is diagnosed as having high cholesterol and is overweight, losing weight can have a positive impact on reducing

cholesterol. The good news is that low-fat, low-cholesterol foods are also low in calories. Eating more low-fat foods will automatically cut down calorie count and help in weight reduction.

If you identified a large group of employees as being at risk, educational group classes can help provide a needed support group for making lifestyle changes. You should also provide the opportunity for individual sessions and counseling to help motivate individuals to make changes. Follow-up screening should be scheduled and advertised in advance. Special encouragement (via phone or mail) should be given to those identified at high risk, asking them to "chart their progress" by having follow-up screenings done. If possible, you might also provide follow-up screenings at a reduced

The education, encouragement and follow-up that you give to your employees in your cholesterol program can make the difference between life and death. Doesn't it make sense to get your cholesterol program started now?

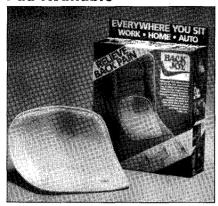
Tamra Torres, CESRA, NESRA vice president of fitness/health, is manager of employee services, recreation and fitness at Texas Instruments, Inc., Lewisville, Texas.

#### SOURCES

- Highlights of the Report of the Expert Panel on Detection, Evaluation, and Treatment of High Blood Cholesterol in Adults, National Cholesterol Education Program, National Heart, Lung and Blood Institute, National Institute of Health, Bethesda, Maryland.
- Your Blood Cholesterol Level: What it Means for Your Heart, Boehringer Mannheim Diagnostics.

# new products/services

## Back Joy Seat Pad Available



Guilford Products introduces the new Back Joy seat pad. Back pain is the leading cause of people missing work, and one fourth of all work days lost (93 million days a year) are due to back pain.

Back Joy relieves back pain and makes sitting more comfortable at work, in the car and at home. The Back Joy seat comes in one color, and one size works for everybody. Its portability and neutral color makes it suitable for any desk chair in an office environment.

For more information, contact Guilford Products, Inc., 29 Sound View Rd., Unit 12, Building 2, Guilford, CT 06437, (203) 453-5597.

## New Workout Video Offered

SyberVision Systems, Inc. introduces "The Lean Body Workout," a scientifically-formulated workout video.

The 60-minute program caters to both beginners and advanced workout participants through the use of a dual screen. The advanced level, featuring a rigorous routine, appears in an inset at the upper right hand of the screen, using approximately one-third of the complete screen.

"The Lean Body Workout" focuses on increasing lean muscle tissue while developing a lean and efficient fat burning body. The object of the program is to develop a strong heart and lungs through cardiovascular conditioning.

The program encompasses five elements, including a five-minute warm-up session, a 20-minute workout consisting of low-impact exercises, a five-minute cool-down and an introduction to five aerobic exercises that may be used in combination with the "Work-out."

For more information, contact SyberVision Systems Inc., Fountain Square, 6066 Civic Terrace Ave., Newark, CA 94560, 415-790-3637.

## Human Resource Videos Available

American Media Incorporated offers human resource videos addressing the power of positive reinforcement, stress reduction and the importance of communication.



The "I'm Glad You Noticed" training video shows supervisors how to balance criticism and praise to improve work performance, how to give positive, sincere recognition, and how to recognize individual and group achievements. The video also helps employees to be more effective at supervising, reinforcing positive behavior and building a positive spirit among their peers.

To help employees deal with stress, use "Stress: You're In Control," an entertaining film/video including five warning signs of too much stress, the four main courses, and seven significant ways to control on-the-job stress.

To foster effective communication among employees, use "You Have the Right To Remain Silent." This video shows how and why your staff should think about the other person's needs, how to work together by establishing a common goal, how to show you care, how to build rapport by matching the other person's mood and how to jointly solve problems.

For more information, contact American Media Inc., 1454 30th Street, West Des Moines, IA 50265, 800-262-2557 or 515-224-0919 (in IA).

## Health Communication Program

The American Institute for Preventive Medicine offers a HealthyLife Communication Program to employers wishing to encourage healthy behavior among employees.

The key to influencing behavior is repetition, frequency and repetition again. This program provides the format to accomplish this—a brochure containing health and safety information, a 12-month supply of posters, a lecture and newsletter articles all emphasizing health and safety messages.

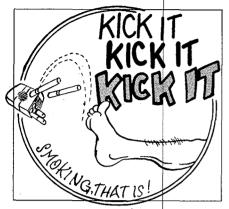
For more information, contact American Institute for Preventive Medicine, 19111 West 10 Mile Road, Suite 101, Southfield, MI 48075, (800-345-AIPM.) 313-352-7666 (in MI or AK).

## No-Smoking Signs Available

Now companies can comply with smoking ordinances, and keep their nonsmoking employees happy by identifying no-smoking areas with 3-color signs available from BCG.

# new products/services

With shapes and sizes for many situations and locations, these signs fit large, general areas as well as small,



specific spots. The signs can be placed on walls, desks, file cabinets or typewriters. Smaller signs fit phones, water coolers, pop machines or computer terminals; miniature ones fit on eyeglasses and watch crystals.

By ordering now, receive two bonuses: The perma-clear plastic sign covering and a limited edition booklet listing ways to encourage and implement smoke-free policies. The booklet also includes names and addresses of agencies and organizations that provide information and material to assist your company.

For more information, contact BCG, 8850 Cranberry Ridge, Cleveland, OH 44147-2939, 216-526-0223.

## **Bulk Item Storage**

Penco Products offers wide-span shelving and components for versatility and efficiency in storing bulk items.

Finished in standard spray green, baked enamel, wide-span shelving's rigidity, construction, and size make it easier to store bulk items. Front and rear accessibility is easy for manual or semiautomatic loading applications.

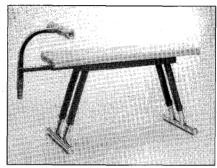
Other features include safety beam locking, choice of decking, boltless construction, MIG welded components and wide size range.

Wide-span shelving assembles with four basic components—upright frames, rigidity beams, steel shelves and side shelf supports. In addition, with widespan's complete line of accessories, different shelving configurations can be created to meet a variety of warehouse specifications.

For more information, contact Wide-Span Shelving, Penco Products, Brower Ave., Oaks, PA 19456, 800-562-1000.

## New Exercise Bench Available

Spectrum Industries announces the Deluxe Exercise Bench for strengthening abdominal, torso and neck muscles.



Built to accommodate a variety of body sizes, the exercise bench has adjustable steel legs with seven, two-inch increments.

The exercise surface consists of solid wood and foam covered by Naugahyde upholstery. The bench can be used in flat, incline and decline positions to vary the difficulty of an exercise.

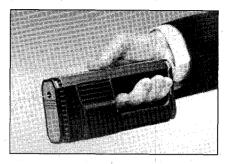
For more information, contact Spectrum Industries, 1946 Raymond Dr., Northbrook, IL 60062, 312-272-7810.

## **Laser Pointer Available**

Laser Photonics Inc., introduces The Point, a hand-held laser device that allows its user to aim a thin beam of red light at an object of attention from as far away as 100 feet.

The Point is a portable, rechargeable battery-powered laser pointer that weighs less than a pound.

This laser pointer can be operated continuously for an hour or intermittently throughout the day, before requiring recharging. The unit has a builtin overcharge protector and comes with



an AC wall charger and carrying case.

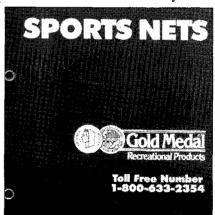
The unit can also be operated continuously with a 110-volt wall adapter, and complies with the Bureau of Radiological standards.

For more information, contact Laser Photonics, 12351 Research Parkway, Orlando, FL 32826, 800-624-3628 or 407-281-4103 (in FL).

## Sports Net Catalog Available

Gold Medal Recreation Products offers a catalog of sports nets. The sports nets catalog is recommended for schools, colleges, tennis clubs, park and recreation departments and corporate fitness centers using sports nets.

Gold Medal features a variety of net

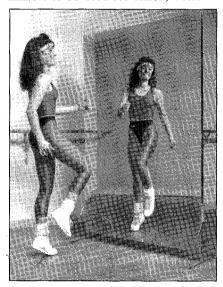


products, including volleyball nets and accessories, soccer goals and nets, windscreens, tennis nets and accessories, tennis court accessories, golf and baseball nets and a wide selection of custom-manufactured products.

The new catalog also includes drill and kicking nets, practice and scrimmage jerseys, basketball nets, equipment bags, ball tote bags and laundry bags. For more information, contact Gold Medal Recreational Products, 20 Blue Mountain Rd., Blue Mountain, AL 36201, 800-633-2354.

## Stationary Floor Stand Mirrors Introduced

Kamar Products Inc. introduces the new Mirrorlite stationary floor stand mirrors to be used for dance, exercise



and sports instruction classes in shared space areas.

The stationary floor stands are made of chrome-plated steel wire with rubber tab feet. Each set weighs one and one-half pounds and easily snaps into brackets mounted on the outside edges of the Mirrorlite Fitness Mirrors.

For storage, the stands can be disassembled or left mounted to the mirrors.

For more information, contact Kamar Products, Inc., P.O. Box 227, Irvington, NY 10533, 914-591-8700.

## Musical Walking Cassette Tapes Offered

Walk For Life introduces musical walking tapes—an incentive for today's walkers to keep motivated, entertained and properly paced.

Through the use of music walking tapes, available in Rock, Swing, Jazz, Latin, New Age, 50's, 60's, 70's and Christian format, walkers can achieve a more effective workout.

All music is arranged to meet each

person's walking and fitness levels. Each tape is specifically produced for portable "Walkman" type cassette players from 24-track digital masters and features quality production, programming and sound.

For more information, contact Walk For Life, P.O. Box 92, Grinnell, IA 50112, 515-236-6209.

## Cancer Screening Kit Now Available

A do-it yourself colon cancer screening kit is offered for the first time to individuals on a subscription basis from the Bureau of Protective Analysis.

The screening, known as the guaiac test, is used by physicians in conjunction with local laboratories to detect early indications of blood in the stool. However, the screening has never before been offered directly to individuals by a medical laboratory.

Twice a year, the subscriber receives a collection kit, follows the simple instructions and returns the kit to the Bureau of Protective Analysis. Within a week the subscriber receives a detailed, easily understood laboratory analysis. If a retest is necessary, a follow-up test is provided at no additional cost. The test is designed to alert individuals of possible colon cancer. It is not a diagnosis. If the presence of blood is detected, subscribers are urged to consult their physician for a more complete evaluation.

Colon cancer, the second leading cause of cancer deaths in the United States, is treatable if detected early. With twice-yearly screening the detection rate is over 90 percent; the five-year survival rate is more than 80 percent.

The Bureau of Protective Analysis also provides a quarterly subscription urinalysis program testing for 18 different factors including sugar, blood cells, albumin, bilirubin, etc. The Laboratory, which has been in the medical testing business since 1910 is fully licensed by the federal government.

For more information, contact the Bureau of Protective Analysis, 9376 Calumet Ave., Munster, IN 46321, (219) 836-9822.

## **WELCOME!**

Allergan Inc. Irvine, CA

Aloha Hawaiians El Cajon, CA

Arwood Corp: Santa Fe Springs, CA

Baxter Bentley Laboratories Inc. Irvine, CA

Boris Litwin Jewelry, Inc. Cincinnati, OH

Coordinated Healthcare Systems San Diego, CA

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Total Personnel Services San Diego, CA

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USF&G Insurance Columbus, OH



# NESRA network

#### **REGION I**

Director-Gloria Roque (212) 887-6043

Association of Corporate Employee Services Specialists/New York, New York. Contact Gloria Roque—(212) 887-6043.

Connecticut Employee Service and Recreation Association/Hartford, Connecticut. Contact Dennis Mullen—(203) 565-6236

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie—(617) 391-2421.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact Ann Derhammer—(716) 288-6049.

#### **REGION II**

Sr. Director—Bob Rank (419) 247-3256 Director—Dick Haggerty (703) 750-4411

\*Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Contact Kathy Hall—(614) 225-8444.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(606) 727-0072.

\*\*Cleveland Employee Services Association/ Cleveland, Ohio. Contact Mary Berges—(216) 368-4504

Dayton Industrial Athletic Association/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511.

League of Federal Recreation Associations/ Washington, D.C. Contact Arlene N. Williams—(202) 479-0089.

\*Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

Warren and Youngstown Employee Services/ Warren, Ohio. Contact Susan Gulakowski—(216) 841-4523.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge—(301) 681-4183.

#### **REGION III**

Sr. Director—Beverly Weiss (313) 471-8654

\*\*Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Felicia Goldberg—(312) 845-1100.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Beverly Weiss—(313) 471-8654.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

#### **REGION IV**

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 557-6543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones—(615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric—(407) 356-3365.

#### **REGION V**

Sr. Director—Jim Urick, CESRA (612) 733-6225 Director—Joe Hauglie, (612) 853-3383

\*Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 729-6097.

#### **REGION VI**

Director-Pamela K. Hahler (303) 744-5226

Denver Area Employee Services and Recreation Association/Denver, Colorado. Contact Lori Sharp—(303) 977-6605.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

**Metro Employees Recreation Chapter**/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Bob Brown—(214) 457-5997.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Pamela Paniszczyn—(512) 821-3033.

#### **REGION VII**

Sr. Director—Dave Baker, CESRA (213) 333-5693

Director—Diane Delaney-Talton, CESRA (213) 972-6675

Associated Industrial Recreation Council/ Burbank, California. Contact Carl Nicchitta— (818) 842-6121.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Verdene Allen—(714) 793-5982.

Employee Service and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Eileen Martinson—(213) 618-4747.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick—(602) 794-8248.

\*Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-3494.

\*San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

San Gabriel Employee Activities Association/ San Gabriel, California. Contact William Ranney—(818) 814-7585.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeff Cornish—(206) 924-2426.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

\*Tri-County Industrial Recreation Council/ Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

\*Leonard R. Brice Superior Award Winners \*\*Chapter Merit Award Winners

### CONFERENCES & EXHIBITS

The 1989 NESRA Conference and Exhibit will be held May 3-7, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA headquarters—(312) 562-8130.

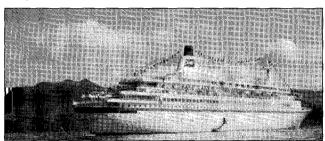
#### **AD INDEX**

## **GO FOR THE GOLD**

## .. For These Fine Prizes



Ski fabulous Steamboat Springs, Colorado during "NESRA Ski Week" in January, 1990. Package includes round trip air transportation for two to Steamboat Springs, seven nights deluxe condominium accommodations and five day lift tickets. Compliments of **ORGANIZERS, ETC., INC.** 



Four day/three night Caribbean cruise for two leaving from Florida, courtesy of **MHS MARKETING.** Airfare not included.



Four day/three night stay for two at the Nassau Beach Hotel located on Cable Beach, Nassau, Bahamas. Compliments of TRUSTHOUSE FORTE HOTELS—CARIBBEAN & BERMUDA. Airfare not included.



Four day/three night stay for two at the Hotel Splendid in Interlaken, Switzerland including daily breakfast. Compliments of ANGERSBACH INTERNATIONAL TOURS, INC. Airfare not included.

- Eight day/seven night stay for two at the Floridian Hotel in Orlando including the use of a rental car. Donated by TRANS GLOBAL TOURS. Airfare not included.
- Isotoner gloves and Isotoner slippers, courtesy of ARIS-ISOTONER, INC.
- Ray-Ban Leather Sunglasses from BAUSCH & LOMB.
- Gourmet fruit basket, compliments of J. B. BENTON ADVERTISING, INC.
- Black & Decker Car Vac's, donated by BLACK & DECKER USA, INC.
- Three day/two night stay for two at the Marco Beach Hilton, from BREAKAWAY INCENTIVES, INC. Airfare not included.
- Rhino brand bowling ball from BRUNSWICK RECREATION CENTERS.
- Cobra telephone answering machine, courtesy of CSC MARKETING, INC.
- Catalina Island Vacation for two, courtesy of CATALINA CHANNEL EXPRESS, Includes round trip passage aboard the Catalina Express and two nights stay at the Pavilion Lodge, courtesy of SANTA CATALINA ISLAND COMPANY, and tours.
- Two round trip fares to Catalina Island aboard the Fast-Cat Express, from CALIFORNIA CRUISIN', INC.
- Two night stay at the CONESTOGA HOTEL in Anaheim, California. Airfare not included.
- Camera bag filled with camera supplies, courtesy of EMPLOYEE PHOTO SERVICE, USA.
- Three day/two night stay at the ENCLAVE SUITES AT ORLANDO. Airfare not included.
- One pair of subscriptions to the 1989 Season at the Hahn Cosmopolitan Theatre in San Diego, courtesy of GASLAMP QUARTER THEATRE COMPANY.

 Admission passes to GLEN IVY HOT SPRINGS in Corona, California.

- Solid 14K Gold 18" cultured pearl necklace, compliments of GROUP INCENTIVES, INC.
- Officially licensed satin sports jackets, from GUILFORD PRODUCTS, INC.
- Gold chain necklace and earrings, donated by JEFF HALLMAN & ASSOCIATES.
- Minn Kota Trolling Motor and Plano 3-tray tackle box, courtesy of JOHNSON LEISURE INCENTIVES.
- Weekend for two at the MAYFAIR SUITES HOTEL in Atlanta, Georgia.
   Airfare not included.
- Two night stay for two at the MILFORD PLAZA HOTEL in New York. Airfare not included.
- Two five day adult lift tickets from **MOUNT SNOW** in Vermont.
- One day whitewater rafting trip for two on the New River Gorge, courtesy of MOUNTAIN RIVER TOURS, INC.
- Framed "Dawn Flight" limited edition Gene Galasso painting, compliments of NATIONAL RIFLE ASSOCIATION.
- Silverplate ice bucket from ONEIDA SILVERSMITHS.
- Three day/two night stay for two at PIRATE'S COVE BEACH LODGE in Daytona Beach Shores, Florida. Airfare not included.
- Three hours of limousine service, courtesy of PRESIDENTIAL LIMOUSINE in San Diego.
- Mini-weekend at QUALITY HIGH Q HOTEL in Orlando, Florida. Package includes admission for four to SILVER SPRINGS & WEEKI WACHEE in Silver Springs, Airfare not included.

- One night stay (Saturday) aboard the Hotel Queen Mary for two. Includes Sunday brunch and admission to Queen Mary and Spruce Goose attractions.
   Compliments of QUEEN MARY & SPRUCE GOOSE ATTRACTIONS.
- Quest Card which entitles bearer to receive a 50 percent savings at participating hotels nationwide.
   Compliments of QUEST INTERNATIONAL.
- "San Diego Wild Time," courtesy of SAN DIEGO ZOO & SAN DIEGO WILD ANIMAL PARK. Package includes hotel accommodations at the Bartell Hotel of Ramada Inn for three nights, passes to the zoo and wild animal park and use of an Avis rental car.
- Two numbered lithographs entitled,
  "Tribute to Killer Whales . . . and the World
  We Share," courtesy of SEA WORLD OF
  SAN DIEGO.
- Four day/three night stay for two at the SHERATON-LAKESIDE INN in Kissimmee, Florida, Airfare not included.
- Admission passes for four to SIX FLAG'S MAGIC MOUNTAIN. Includes a one night stay at the Ranch House Inn.
- Three pound solid milk chocolate champagne bottles, chocolate red roses and Amagift albums, courtesy of SUPERIOR PRODUCTS AND GIFT SERVICES.
- Giant stuffed animals, courtesy of SWERSEY'S CHOCOLATES AND GIFTS.
- Mickey Mouse watches, compliments of WALT DISNEY'S MAGIC KINGDOM CLUB.

Each individual sponsoring new members between November 1, 1988 and January 25, 1989 will receive a Bronze, Silver or Gold prize depending on the number of new members they sponsor. It's NESRA's way of saying, "Thanks for a job well done."





# JOIN THE NESRA TEAM AND GO FOR THE GOLD! NESRA MEMBER-GET-A-MEMBER CONTEST

November 1, 1988 through January 25, 1989

- ★ Everyone who sponsors a new member wins a prize. Just like in the Olympics, we have three different categories; Gold, Silver, and Bronze.
  By the end of the contest, if you sponsor –
  1 to 5 members, you receive the "Bronze" Award 6 to 10 members the "Silver" Award
  10 plus members the "Gold" Award
- ★ In addition, there are top prizes that will be awarded through a random drawing. Sponsors are automatically entered in the drawing each time they submit a new NESRA member. Sponsoring 10 new members means 10 chances to win the top prizes! These top prizes are limited to one per individual.
- ★ The NESRA membership committee will conduct the random drawing at the winter board of directors meeting. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.

- ★ The sponsor's name MUST appear on the application form to receive credit for the new member.
- ★ All entries must be postmarked between November 1, 1988 and January 25, 1989.
- ★ The membership contest is open to all categories of NESRA members, except employees of NESRA Headquarters and its affiliates or advertising agencies. Some restrictions may apply. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- ★ All prizes will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. Void where prohibited by law.

CALL NESRA HEADQUARTERS OR YOUR CHAPTER OFFICE TODAY FOR MORE INFORMATION ON THIS EXCITING CONTEST.

NESRA Headquarters 2400 South Downing Avenue Westchester, IL 60153 (312) 562-8130

JOIN THE NESRA TEAM AND GO FOR THE GOLD!

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Grand Kempinski Dallas, Texas May 3-7, 1989

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# In this issue . . .

- Because there appears to be a trend toward analyzing the cost/benefit ratios of all corporate programs, justification research is a constant need for ES&R managers. Simply tracking data and costs can pay off by giving you bottom-line proof of program worth. Read this month's cover story, The Formula for Proving Your Program's Worth," to find practical ways ES&R managers should be analyzing and reporting important data to upper management.
- As an ES&R professional, you are constantly expected to develop innovative programs with limited time and funds. Sound impossible? Not so. Look to your community to find top-notch services and resources offered through nonprofit, government and commercial organizations. Turn to "Effective Use of Community Resources for a variety of fresh ideas.
- Also in this issue, meet 1989 NESRA President Bob Crunstedt. Read, "Progressing Toward our Goals" to see what's ahead for NESRA and the ES&R field.
- Take time to browse through this year's Buyer's Guide for an extensive list of national associate member offerings to expand your programming resources.
- And don't miss this month's Viewpoint which addresses the question, "Is change a threat or opportunity for ES&R managers?; and the Health Promotion Update which gives tips for selecting an aerobics instructor.

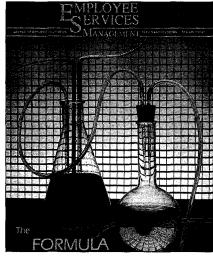
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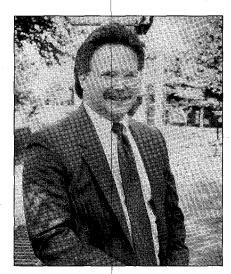
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Cover: © 1988 Brian Kaplan, Jim Parks Photography. Layout-Dave Sundahl

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A collection of cost-saving products and services

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# ESM bulletin

# Survey Results: Employee Recreation Associations

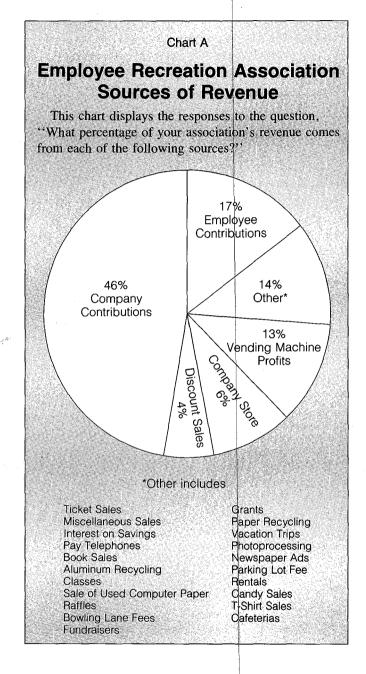
hether you are employed in a fully-established employee recreation association or if you are a volunteer at a recreation club, you will be interested in the latest NESRA mini-survey results regarding employee recreation associations. An employee recreation association is an in-house organization managed either by volunteers, paid staff, or a combination, who have the responsibility of promoting the employee activity programs within that particular work community.

Over 70 percent of the total 292 respondents in this recent NESRA mini-survey work for organizations which have employee recreation associations. Between them, the average membership to the association is 82 percent of the employee populations in each company. These associations are not new developments in many companies. Half of the respondents' associations have existed for over 15 years; 21 percent, 0–5 years; 18 percent, 6–10 years; 8 percent, 11–15 years and 50 percent, over 50 years.

Among mini-survey participants with associations, 52 percent of their associations are managed by a full-time staff person versus 48 percent managed by volunteers. Not only do some companies employ a staff person, but half of these staff members also supervise full-time staffs. In these cases, 31 percent of these full-time staffs acquire their pay from the association; 30 percent receive pay from the company; 11 percent are awarded their earnings from a combination (association and company) and 28 percent did not answer. Among respondents with full-time staffs in their associations, 65 percent say the company provides benefits for these employees; 26 percent say the association furnishes these benefits and 9 percent did not answer. These associations also have an average of 11 members serving as their board of directors.

This survey also addresses membership dues. Only 32 percent of respondents say employees pay dues to belong to their associations while 67 percent say employees are not asked to do so (1 percent did not answer). When employees pay dues, the average yearly cost per employee is \$14.50 and such monies are collected by either paycheck deductions (23 percent) or other methods (14 percent) such as through representatives in other offices, direct payment, membership drive, by mail to the human resources department, or by individual collection (some respondents offer their employees an alternative payment method in addition to paycheck deduction).

With 29 percent of these associations incorporated, 63 percent remain unincorporated (8 percent did not answer). The average approximate budget for respondents' associations is approximately \$180,000. Look at chart A to discover the sources of employee recreation association revenue.



When questioned about facilities, over half of the respondents say their association facilities are company-owned, and 7 percent are association-owned, while 39 percent have no facilities and 2 percent did not answer.

On the topic of insurance, the mini-survey reveals that 81 percent of the respondents with associations do not have separate coverage from their company, 17 percent do have separate insurance coverage and 2 percent did not answer.

If you are interested in organizing an employee recreation association, contact NESRA Headquarters, (312) 562-8130.



# news in brief

# **Relieving Winter Blues**

A good way to recharge employees' low spirits in the middle of winter is to suggest employees sit under special lights, reports the *Wall Street Journal*.

This is what some companies are suggesting for their employees who suffer from seasonal affective disorder (SAD). SAD is a lethargic, depressed feeling some people get during the winter.

In an attempt to relieve symptoms of SAD, including cravings for carbohydrates, weight gain, irritability and impaired concentration, companies are bringing out high-intensity light systems. Although scientists do not know what causes SAD, exposure to this bright, artificial light boosts employees' spirits.

Usually those suffering from SAD are recommended to sit in front of

lights 10 to 15 times brighter than normal for several hours daily over the course of two to four days. Although patients are recommended to glance at the light, recent studies show that it is also effective for patients to look at the surface the light hits. To prevent SAD relapse, repeat treatments after a few days.

This type of light therapy is still in the experimental stage and it is unclear as to which SAD patients benefit from it; however, there is a link between light therapy and brain chemistry.

Studies show that light striking the retina suppresses production of a hormone which helps in regulating the sleep-wake cycle. SAD lights may also help reset an individual's circadian rhythm which is the internal clock that gets out of sinc in those who suffer from jet lag, insomnia and possibly SAD.

Doctors agree that this therapy

causes few side effects, aside from occasional eye strain, headaches and rarely, a manic rebound from depression.

People suffering from other conditions such as jet lag, insomnia and premenstrual syndrome may also benefit from SAD lights, say some researchers.

SAD lights are sold in a number of forms, including lights the size of a personal computer and sky lights.

# Reasonably Priced Child Care Needed

Of those mothers staying at home to care for preschoolers, more than one quarter say they would work if reasonably-priced quality child care was available, according to *USA Today*.

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The Kentucky Network child care. Researchers expect a shrinking supply of entry-level workers between now and 2000 and women with small children could be a valuable source to tap.

A recent survey shows that 26 percent of nonworking mothers of preschoolers say they would work if they could find quality child care at a good price. These women represent 1.7 million potential workers.

Of those women with preschoolers already working, 13 percent or 700,000 workers say they would work more hours if better child care were available.

Currently, 10 percent of all employers provide some child-care benefits such as on-site day care facilities or referral services.

With the high price of quality child care keeping women from working, one researcher says, "Businesses should begin catering to child-care needs."

#### **Train Travel Increase**

While increased train travel is news, so are increased fares and overcrowding, reports the Wall Street Journal.

Amtrak recorded over 10 million rides in the first six months of this fiscal year beginning last October. Up by 8 percent from the last fiscal period, this figure represents the company's largest ridership in the first half of any year.

The popularity of the train is attributed to the rise in domestic travel and airline hassles.

With this popularity, hundreds of travelers are standing on some Washington-to-Boston trains. Some routes have been sold out for most of June, July and for much of the rest of summer, and sleeping cars for cross-country trips are fully booked.

#### **Art in Business**

Some organizations are literally drawing a picture towards improved company health, reports Creative

Communications Systems. The founder of this company and developer of customized workshops entitled "ART . . . works" states, "Image-making is a holistic rather than a sequential process. By seeing the entire picture or entire situation, an individual has a greater opportunity to control the results. Visual creativity opens up the mind-thinking channel to new energy sources based on creativity and intuition. Communication and anticipatory skills become naturally sharpened."

These workshops use creative exercises to teach participants effective ways to handle problem solving, team motivation, conflict resolution, stress reduction and employee management. During one workshop, the instructor presents a scenario where individuals envisioned traveling into a cave to search for . . . what? Through this search participants reveal their life career objectives. "How they discover them, what they find, and the point at which these decisions are made reflect greatly on their visionary perspective and problem solving skills," says the workshops' developer.

Although art's application in business is an innovative concept, creative problem solving in the professional environment began in the 1960's under the name of Organizational Development. Based on data research, open discussions, and customized workshops, Organizational Development serves to identify a company's strengths and weaknesses. Now research indicates that we have evolved into the next stage from Organizational Development to Organizational Transformation. Through this process, images are used to provoke thinking in terms of relationships rather than by single elements. "This offers a more integrated and holistic perspective and calls forth visionary solutions" says the workshops' developer.

By combining art and the



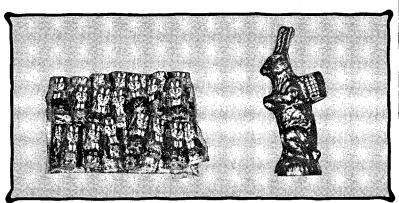
# news in brief

principles of Organizational Transformation, the instructor helps individuals to evaluate their own selfimportance and values.

During these half day to week long seminars, individuals use art materials, writing and verbal expression, and movement to translate ideas into symbols. These symbols reflect facts about the person, such as potential and goals, as well as the process including communication, responsiveness and decision-making. Applying art to critical issues in business encourages the individual to be the artist, the critic and the audience. Image-making inspires people to effectively solve problems, improve communication skills, identify strengths and discover a positive vision for the future.

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# **Travel Training**

Although American companies spend \$66 billion a year on travel, few teach their employees how to travel smarter, reports *USA Today*.

In a recent survey of 75 business travelers, 95 percent said they have not had any formal training on how to travel. Of 75 corporate travel planners informally surveyed, 72 percent said their companies did not offer any instruction.

"It seems like the best thing you can do is talk to a lot of other seasoned travelers," says one executive of a business travel institute.

When surveyed, many travelers and travel managers said a training program would save companies money and reduce stress on employees. Those unfamiliar with business traveling are often unaware that advance airline boarding passes or hotel/rental-car express services are available.

Consequently, these travelers waste time and get frustrated which causes the trip to be less productive.

The most common ways companies aid travelers are:

- recommending hotels (89 percent)
- setting travel policies (88 percent)
- compiling hotel directories (56 percent)
- arranging for rental vehicles (44 percent)

The survey also reveals that only 17 percent of the companies recommend restaurants and 5 percent make hotel reservations.

When companies do offer training, 94 percent provide instructions on the subject of how to rent a car.

Of those surveyed, 13 percent of

the travelers and 7 percent of the travel managers said they did not think travel training would be beneficial. Perhaps ES&R managers should suggest adding a seminar on this subject to their programming.

## Silly Games At Work

In order to foster camaraderie and teamwork, corporations are sponsoring silly games to break down title and position barriers among managers and employees, reports the September, 1988 issue of Meeting News.

With high turnover, particularly on the management level, workers no longer get to know each other through years of working side-byside. Instead, companies are using games such as balloon tosses, tug-ofwars and relay races to create

situations in which new people are grouped together to get to know each other.

Many fitness-conscious baby boomers who comprise a large portion of the total meeting population welcome games as a release from occasional meeting monotony. Some companies use these games as a means to convey the importance of teamwork.

To other companies, games serve as entertaining educational tools. Some companies utilize customized TV game shows or customized board games to inform employees of the company's services or product lines.

Regardless of the message companies are attempting to convey, they should keep the games silly. Keeping them simple, requiring no special skills will increase employee participation.

If your company plans to utilize games, follow these basic rules:

- Create excitement before the event by establishing teams before the meeting.
- Combine managers and employees within teams, do not separate them because your objective is to break the title barriers.
- Customize your teams with T-shirts, hats, or other logo/slogan items to create a sense of unity among team participants.
- Develop cheers, songs or poems to keep spirits high during the event.
- Play victory songs during the event since music can create a positive mood. Baby boomers are most attracted to the music they grew up with, music from the 50s and 60s.
- Videotape the event to keep the memory alive long after the event.
- Recognize winners at an awards ceremony which can be scheduled separately or in conjunction with the traditional sales award event.









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# news in brief

## Healthy Talk But No Action

In spite of the increased knowledge of cholesterol and heart attacks, fewer Americans are watching what they eat, reports *USA Today*.

A recent poll of 1,250 adults, conducted annually, shows that those saying they try hard to limit high-cholesterol foods decreased from 46 percent last year to 42 percent this year.

Fewer people report attempting to limit salt (from 57 percent to 54 percent this year).

Those trying hard to get enough vitamins and minerals dropped from 63 percent last year to 59 percent this year.

Even though people are more knowledgeable about nutrition, they are not eating healthfully.

On the positive side, within the

past year, Americans have taken some positive steps in their lifestyle:

- Up from 33 percent last year, 35 percent of those polled get strenuous exercise at least three times a week.
- More of those polled have smoke detectors; from 77 percent to 82 percent.
- Representing an increase of 4 percent, 68 percent of those polled now take steps to control stress.

  Additional findings:
- Almost one-quarter of those polled are at recommended weights, with Westerners being the trimmest and Midwesterners being the least trim.
- Almost half of those polled take steps to avoid AIDS.
- Nonsmokers constitute 72 percent of those polled.

During the past five years, Americans have hardly improved their eating habits, but those age 40 to 49 are doing the best.

# **Employees' Opinions**

Sixty-two percent of office workers who participated in a recent survey believe that to work efficiently, it is very important to have privacy, reports the October, 1988 issue of *American Demographics*.

Although 65 percent of office workers would prefer a private office, only 36 percent say they have a private office.

The survey also reveals that almost 60 percent of all office workers think that the quality of work life will improve over the next 10 years. Among these workers, 66 percent of them age 18–29 are most optimistic about these improvements. The report links staff optimism to management policies which allow employees to participate in decision-making.

From the 1987 to the 1988 edition of the study, there has been a 12



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percent increase of executives who recognized that their employees want an opportunity to significantly contribute.

The study also reveals that workers do not always think in the manner managers perceive them to do so. One example of this is that while 81 percent of workers say having a challenging job is very important, only 52 percent of managers perceive workers feeling this way. Most workers (85 percent) ranked being proud of the organization they work for as very important while only 71 percent of managers thought workers valued this.

### **Married Men More Productive**

What is the secret to greater productivity among working men? It may be marriage, reports the *Wall Street Journal*.

Several research reports show married men get from 10 to 50 percent higher wages than single men of comparable age, race, education and other variables.

Two economists provide three possible explanations for this:

- Whether it be that employers sympathize with family needs or whether they see married men as stable workers, employers favorably discriminate toward married men.
- Men with larger salaries are perceived as desirable marriage partners and are therefore more often chosen as marriage partners.
- Married men are actually more productive and deserve larger salaries.

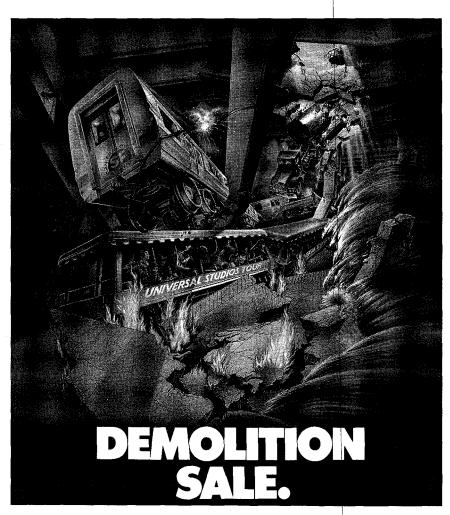
These two economists analyzed the 15-year employment history of a large sample of young men and found that the wages of married men were much higher than those of comparable single men and the largest span between the two sets of wages appeared between the first 10 to 20 years after a man was married.

In addition to studying wages, the economists also examined supervisors' performance ratings of managers and professionals in a large

manufacturing company. This examination revealed that married men consistently receive higher performance ratings than comparable single men. Married men were also far more likely to be promoted to higher paying jobs, according to the

data.

The results of these studies provide evidence to support the explanation "marriage wage premiums are due to the productivity effect of marriage" rather than because of discrimination or marriage selection.



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# FORMULA

for proving your program's worth.

by D. W. Edington, Ph.D.; Marilyn Edington, MAT, and Louis Yen, MS

mployee services activities have become an integral part of the corporate culture in this country. These activities are likely to increase over the next several decades as employers continue to realize that the employee culture and "how we treat our employees" is a critical part of "the cost of doing business."

Employee services usually are driven by the satisfaction of the employees. Employee interest and satisfaction surveys give the greatest feedback in the planning and evaluating. It is not easy to come up with factual data to prove that employee services saves money. More importantly, agrees Don Dufek of Domino's Pizza, Inc., the program is a tremendous thing for the morale of the employees. The added dimension of the company caring for the employees and responding to their needs is all the payback that is usually expected. The Stroh Brewery Company, echoes Mary Loridon, sees the effectiveness of the program as "entirely a morale issue."

A large utility company simply states that it wants to help the employees feel like part of a family and when the company can provide for the employees through employee services, it supports the programming. Interestingly, this company offers a voluntary survey (health risk appraisal) as a wellness service to the employee which also serves as a tool for gathering baseline self-report data on the participants.

The face validity of the above arguments are very powerful in corporate boardrooms and is only challenged during periods of poor economic (bottom line) performance or efficiencies. When several different departments at a large bank had their own committees functioning for employee activities, the employee services department was formed to cut costs and given central focus to planning. The purpose of this article is to demonstrate practical ways in which managers of employee services programs can identify the critical aspects of their programs, obtain the most important data, and analyze and report it in a practical manner for upper level management.

# **CURRENT EXPECTATIONS**

We recently contacted several companies with active employee services programs (equally spread over the NESRA regions) to inquire about the necessity of preparing justification reports for management. It became clear that only a few companies are presently asked to consider the effects of their program on "bottom-line" type indicators.

Most of the questions related to bottom-line outcomes were being asked only of start-up programs where the organization is assessing the potential payoff of investing in employee services programs. Most of the managers which we interviewed felt that their company management understood the value of these programs to the employees and at this time were not requesting data to justify the programs based on "bottom-line" results.

According to William Deneau of Detroit Edison, the employees are appreciative of employee services

programming. With the knowledge that the programs have steady and high participation, the program does not need to produce any data on relationship to health care cost of absenteeism. Moreover, the projection of the staggering costs of a research project to track the result for one year caused the company to abandon that idea. The company decided it was too costly to show a bottom-line figure when those funds could be better used in other benefits programming. While the plan to track participants and link their activity with health care cost, psychological impact, productivity or absenteeism was available, clearly the choice was to provide other benefits and serve the employees based on the "assumption that it is good."

We did find that most employee services managers submit monthly and annual reports. The reports often include data related to process objectives such as participation and numbers of programs offered. Several managers reported that their purpose in data collection and analyses was to increase program size, justify the present program, "fight" the streamlining efforts of management, or to "portray the right image" for employee services. Most of the data was very straightforward reporting of what happened during the previous month or year.

Most of the employee services managers we spoke to in October and November of 1988 felt that it may not be necessary for them to report this data presently but it was possible that someone would be asking for justification data in the near future.

In the Lifestyle Research Center (formerly the Fitness Research Center) at The University of Michigan we have worked with hundreds of organizations over the past ten years. From our experience it is our impression that upper level management teams are becoming more aware of program evaluation and are beginning to look at the justification of programs,

Employee Services Management magazine has published several articles during the past 15 months which would be useful in relation to justification research. The articles by Steve Edgerton (Employee Services: A Whole in One, May/June, 1988), Brian Stevens (Large Company Programming), and Kathy Ahern (Small Company Programming, October, 1988), and the article by Ann Sobanski (The Company Store: A Spectrum of Items, April, 1988), present an overview of potential employee services activities.

The articles also point out the difficulty faced by employee services managers in attempting to quantify the impact of his/her program on bottom-line indicators. Certainly, one could attempt to do this within a very expensive research design and analysis. However, research design is not a practical solution for most employee services managers and is not recommended because of the expense, length of time necessary, and changing company profiles. Data can be collected on a routine basis which, if the steps in this article are followed, can lead to an assessment of program effectiveness and the impact of the program on bottom-line indicators (benefits/cost).

# **SETTING THE STAGE**

To set up the most appropriate justification model requires the employees services manager to know his/her company. It seems logical that justification research should be aimed at the most central values of the organization. This strategy was the emphasis in the first article in this series, Program Justification: Developing a Strategy (D. W. Edington, Employee Services Management, March, 1988). Using the strategy outlined in that article plus the overall knowledge of the employee services program, the manager and staff can begin to identify the appropriate data which needs to be collected. Most of the time this data collection takes place over the course of the total year, usually reported monthly. These reports effectively monitor and track the number of services, programs offered, numbers of participants, and to some extent, the cost of each program per participant.

It is important that the employee services manager treat his/her program as a cost center. Knowing the cost of each program plus the cost of overhead for the entire operation is just good business. Bottom-line results almost always relate to benefits/cost ratios and the cost can best be determined if the total program is run as a cost center. This type of information is not new to employee services managers and can easily be done on a spreadsheet relating programs to costs (see Figure 1). Each staff member responsible for each of the programs listed in Figure 1 should determine the primary process and outcome objectives most critical to a successful completion of the program.

Thus the employee services department will know the number of participations and at what cost those services were delivered. The effectiveness ratios (e.g., costs per participant) can be calculated totally from within the unit. Tracking this information also sets up the employee services manager with powerful cost data to provide the denominator in the benefit/cost calculations.

The benefits side of the calculation is usually the more difficult one to ascertain and could require help from others in the organization. Figure 2 contains those possible evaluation measures which we repeat from our March, 1988 article. Outcome measures must be decided prior to undertaking any type of justification research. An employee service manager must look through the list contained in Figure 2 and decide which are most appropriate for his/her company. To obtain data required for the selected process or outcome objectives requires data internal to the employee services department as well as data external to the department.

Often much of the data required for bottom-line benefit calculations can be supplied by other units within the corporation. The article, "Making Use of In-house Resources" (Pamela A. Tober, Employee Services Management, November, 1987) was an excellent description of some of the other departments within the corporation which could be useful to calculate the benefits. Many of these departments such as benefits, human resource development or medical routinely collect information about employees and often are willing to

Continued on page 16

# Participation Tracking

by David E. Weiss

ecreation programming can be exciting and rewarding for a recreation manager. It can also become elusive and frustrating if you do not have a plan of action to create programs and monitor participation trends.

As you may be aware and have possibly experienced yourself, an individual's interest and involvement in leisure activities can change like the seasons. For the recreation programmer, "hitting the mark" and providing a viable recreational activity for your constituents needs to become a process. This process involves a series of questions to be answered and a procedure to be applied in order to continually 'meet the needs' of those you are servicing.

As recreation managers, we foster a philosophy of providing recreational activities allowing the employee an avenue by which s/he may experience positive outlets through competition, social interaction, personal fitness and relaxation, to name a few.

We also are aware that participant's attitudes can be somewhat fickle and trendy, subject to change due to other influences. What had worked before will not necessarily work for us now. It could be said that the average person reacts negatively to change; however, in a recreation capacity, individuals may seek out and enjoy change—responding well to a new piece of exercise equipment, a new twist to an old idea, or activities that they traditionally did not consider corporate recreation.

What exactly do your potential participants expect from a company program?

Our organization, Cummins Employee Recreation Association, was faced with this question as many recreation services are. We provide a 345-acre park, recreation center, recreation facilities, and programs for the employees and families of Cummins Engine Company. In an attempt to better service the employees of Cummins Engine Company, and build a strong program participation base, we first needed to solicit employee input.

The development of the attitude and interest survey we prepared, focused primarily on specific interests and desires of our employees. A series of questions were asked which included:

- Employee age, sex, and marital status.
- Number of family members living at home.
- Number of children and ages.
- Primary program interests.
- Work shift and job classification.
- Frequency of participation in programs.
- Rating of existing programs.

- Areas of improvements, suggestions.
- Reasons for non-participation—i.e. work schedules.
- Unaware of offerings, geographical constraints, interest level, etc.

This survey information was tabulated and became the foundation for a long-range programming plan.

As a result, some interesting demographics were revealed for the Cummins Association.

From a 29 percent survey return ratio we found that 49 percent of the workforce was between the age of 36–45 years with another 26 percent represented in the 46–54 age category, totaling 74 percent of our population at 36 years or older. In contrast, only 18 percent were represented in the 35 years and under category. In conclusion, the average age person being serviced was 45 years old.

With an interest in providing activities for family members as well as employees, children populations were of special interest. Survey results revealed that 39 percent of the employee population had children under the age of 13 years. Consequently, of the five top program and interest categories that employees felt were needed, children's programs were among the top in the ratings. Additional requests were made for more hobby and sedentary programs for the less active populous.

Traditional competitive athletic programs continued to be in demand, however less competitive activities that hold a participant's interest needed to be created. Consequently, a variety of coed athletics were introduced. These programs appealed to the active individual who did not want the high intensity of competitive sports, thus providing a more social, less competitive atmosphere for participants. Therefore, coed innertube water polo, coed basketball, volleyball, and softball were introduced.

Hobby and craft classes, which may not have motivated participants years ago, have now been offered for the passive recreation enthusiast. Many people are looking for a long-term hobby that they can pursue in future years. Candlewicking, folk-art painting, stained glass, quilting, remote control airplane and car building, gourmet cooking and candy making are a few examples of passive activities that have evolved to meet this demand.

Reviewing your survey information can lead to creating programs that will fulfill the suggested employee interest categories. Because recreation program development is a creative art, not

necessarily a "black and white" process, recreation managers must apply hard data, as well as subjective assumptions in the creative process. In doing this, a few steps can be followed:

Determine a target group to attract.

- 2. Design a program with a beginner level class to encourage the less confident individual to take part.
- If fees are applicable, be competitive with price structure.
- Identify individuals that may be a center of influence to promote your program internally.
- **5.** Promote externally through bulletin board postings, flyers or brochures.
- **6.** Set reasonable attendance goals if the program is a new offering.
- **7.** Structure instructor fees, if applicable, based on minimum attendance.
- **8.** Develop a "feeder program" allowing participants an opportunity to progress. Such as beginning, intermediate and advanced. If your program is a good one, you will be able to promote the beginning level participant to the intermediate level, and continue to encourage new participants at the beginning level.
- Listen to employee input and be willing to modify your ideas.

Communicating your ideas can be as important as the program itself when attempting to generate participant's interest. If the product is not communicated well, the potential participant may not have sufficient information to react in a positive way to your program offering. In an effort to encourage registration, the recreation manager must strive to establish programs and services that will be considered in the forefront of the potential participant's mind.

Thus far, we have discussed the importance of recognizing employee's interests, identifying demographics, developing programs and services based on employee input, and effectively communicating ideas to enhance continued participation. So, how do we know how we are doing?

Applying a method to continually track and evaluate your programs is essential. Much can be learned from participant attitude changes, suggestions or shifts in registration.

A process of systematically evaluating participation trends is vital for the long-term retention of partipants and the creation of fresh program offerings. One suggestion of how to establish a tracking process may be as follows:

- Develop a registration form, including program name, code number, time, etc.
- As registration is received, record the account number to each program per session.
- Input into the computer, participation enrollment per class, income, and number of participants enrolled.
- Design a computer program to reflect general program headings with a series of individual subaccounts—list program groupings according to likeness. (i.e. under recreation programs: 100 as winter programs; 100.1 as men's basketball competition; 100.2 as coed volleyball

noncompetitive.)

- As part of the program—include columns for recording revenue vs. expense and percent variance.
- Participation YTD vs. previous year YTD, percent of variance on a session to session basis

By continually inputting this information, a monthend report can be generated for up-to-date participation registration. If the report indicates a slow enrollment, steps can be taken to help generate registration such as direct phone contact, follow-up postings or direct mail reminders. Monthly reports are a helpful management tool for a recreation manager's current assessment of registration trends.

One example of a program tracking trend was the shift from coed competitive to coed noncompetitive volleyball. Coed competitive program participation continued to decline while the noncompetitive program continually increased over the past three years. The decrease in competitive, as we have learned, was not due to a poor quality program. Rather, it reinforces our earlier assumptions that our employee base is moving from the "high intensity" competitive programs to the more moderate, social activities. This information has helped reinforce our recreation manager's continued programming efforts, providing a variety of coed-oriented activities.

A year-end participation report, utilizing the registration trend information, can become the primary basis for program development. Combining the trend information with a summary of participant feedback, survey demographics, and recreation manager assessments, can provide a quantitative source of information needed for future program forecasting. This information can help determine interest swings, thereby enabling recreation managers to modify the scheduling of facilities, increase or decrease program offerings, or delete unsuccessful programs.

Additionally, the continued tracking of participation trends may develop a closer understanding of the specific individual you may be serving. This information can be used in the reassessment of program time offerings and justification for the introduction of new programs.

Many individuals in a specific program may also have interest in related activities. This can lead to the expansion of services with the confidence of good initial enrollment. Good initial enrollment can be instrumental in the promotion of new programs.

Much has been discussed regarding the creation of activities and the emphasis on promoting and maintaining participation levels. Although this is significant in the mind of the recreation manager, we should not lose sight of the benefits our services produce. The involvement of employees and families in the services we provide, can truly enrich their physical, psychological, social and cultural lifestyles. If this is our goal, we can say unequivocally that we are "meeting the needs" of our participants.

David E. Weiss is general manager for the Cummins Employee Recreation Association, Inc., Columbus, Indiana.

# **Program Cost** Spreadsheet Expenses Attributed to Expenses Attributed to General Departmental Total Specific Activities Categories Expense Operation Store/Tickets/Park. Personnel Director Assistant Staff 1 Staff 2 Consultants II Facilities Rent Utilities III Supplies Office Specialized Postage **Phones** TOTALS

"The collection of effectiveness and bottom-line results, and calculations of benefits/cost ratios can be made less difficult than full research projects; however, they do require tracking data and cost analyses from ESM managers."

share those data for internal use.

Through those departments it is often possible to get merit raise information, promotion information, absenteeism and other personnel data, and perhaps even health care costs for employees and families. If these data are supplied on computer tapes, it is possible that the management information services department could merge the tapes from employee services with tapes from the other departments and do the analysis. It is also possible to have outside agencies, such as a university, do the analysis. The Lifestyle Research Center has done several of these types of analyses and it can be done relatively inexpensively.

# **ANALYZING/PRESENTING RESULTS**

Most mid- and upper-level management teams do not want to see detailed research results but are more interested in condensed results which get quickly to the point. One way to present the results is by effectiveness data or benefits/cost ratios for the individual programs

offered through the employee services unit. Employee services units are very good at presenting participation data. In our interviews almost 100 percent of the programs were reporting participation by numbers of programs and total participation. If the tracking data suggested in Figure 1 were available, those data could easily be reported in terms of cost for each participant and for each program (effectiveness).

If the employee services manager is successful in obtaining corporate-wide performance data (productivity, absenteeism, merit raises, promotions, or other data related to personnel evaluations) s/he should have such data for several consecutive years, including the data in the pre-program year, if possible. If this is true, then a merge of the performance and participant/cost (effectiveness) data on an individual employee basis would make the benefits/cost analysis possible. Thus the overall, as well as individual activity benefits/cost ratios could be estimated. This analysis is a way to compare employee services participants with nonparticipants.

When doing this we would recommend that the employee services manager also devise a system to

Figure 2.

# Possible Evaluation Measures

**Process Objectives:** 

Compliance: percent of selected employees

participating

Drop Outs: percent of employees who do not finish

after starting

Adherence: percent of employees achieving a

"high" attendance

Participation: percent of employees reporting some

utilization of program

Awareness: percent of employees reporting an

awareness of the program

Number of courses/bulletins/handouts made available to employees

**Outcome Objectives** 

Screening Measures:

Blood pressure

Fitness level-submaxmial test

Flexibility and strength

assessment
Percent fat-skinfolds
Body height/weight

SMC (cholesterol), HDL, LDL

Mortality/Morbidity

Risk:

Health Risk Appraisal-

percent employees in each behavior category; risk of

getting sick/dying

General Well-Being: Self-esteem

Job/family stress

Job/life satisfaction

**Medical Measures:** 

Injuries Clinic visits

Sick occurrences

Health Insurance Utilization (if self insured):

Charges

Diagnostic code (IDC)

Occurrence

**Productivity:** 

Hourly rate

Efficiency—each worker gets a

daily efficiency rating
Supervisor rating—including
promotions, merit ratings
Absenteeism (hours, #)

Tardiness (hours, #)

Turnover

Sick hours—paid, unpaid, number of occurrences Worker's compensation

(hours, #)

Paid disability hours Employee complaints

Efficacy:

Calculation of benefits or effectiveness (process and outcome objectives) per unit

cost per treatment

identify high level participants versus low level participants versus nonparticipants. For example, high level participants could be defined as employees who have utilized the services of the employee services program more than 10 times throughout the year; low level participants would be those who utilize the employee services program only a few times; and, of course, nonparticipants would be those who have not utilized the services during the year.

This technique is often used to categorize the data and usually results in less variance. Also, when analyzed in this way there is almost always a positive result for employees who often participate in the employee services programs. This technique can be used for any of the individual programs offered or for the total offerings of employee services.

As always, when writing a final report, it is best to remember that the executive summary is the one section of the report which is sure to be read. Reference to effectiveness and bottom-line results in the executive summary lends a high sense of credibility to the employee services program and brings the employee services unit more in line with the actual purpose of the organization.

# CONCLUSION

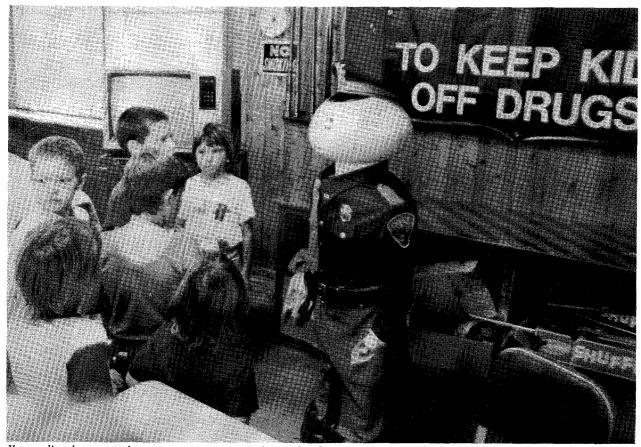
Justification research related to effectiveness to the bottom line is not going to be the answer for every employee services program, at the present time. In fact, it may be that individual organizations may never ask for these types of analysis. However, it appears that the trend is for an increasing number of organizations to begin to look at the benefits/cost of all of its programs, not only employee services type programs. The collection of effectiveness and bottom-line results and calculations of benefits/cost ratios can be made less difficult than full research projects; however, they do require tracking data and cost analyses from employee services managers. The benefits to the program and ultimately to the corporation, could pay off in many ways to the employee services manager and to the program for which s/he is 翻 responsible.

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Marilyn P. Edington is an editor and program consultant in the Fitness Research Center. Louis Yen is a program analyst and evaluation specialist in the Fitness Research Center, Ann Arbor, Michigan.

# Effective Use of Community Resources

by Barbara Soha



Your police department is one government community service that can assist you in your programming. Photo by Paul Vernon.

In employee services & recreation, you are constantly expected to develop innovative programs for your employees. Enter the time and money crunch—endless demands and deadlines, and no budget for new programs. What can you do?

ook to your community. Topnotch services and resources are offered through nonprofit, government, and commercial organizations. All sorts of services from parenting education to recreational opportunities—are available.

This article provides guidelines to help you locate and capitalize on

community resources. Most of the programs mentioned are free or have minimal costs.

Because each community and employee services program is unique, the focus here is on generating ideas. "Types" of potential resources are identified—you decide which ones can help you enhance your program and lighten your workload.

Community support can be used at many programming levels—consider your needs:

- Look at program areas: health—physical and emotional, recreation, personal development and so forth (see table).
- Can community resources fill a gap or add a component to an established program?

- What type of support do you want: information, brochures, seminars, direct assistance or experts for a special event?
- Is help needed to design and implement a new program?

# PROGRAM PROVIDERS

The following describes characteristics (and quirks) of working with different types of organizations. Specific examples are provided to spark ideas; think "types" of programs.

Both the public and private sectors have a lot to offer. Figure 1 provides examples to generate ideas—(it does not serve as a comprehensive list):

Nonprofit agencies—Community extension services are offered by many nonprofits, but often go unadvertised because of limited promotional budgets. Think of all the nonprofit organizations in your area: senior programs, crisis intervention, health agencies, such as The American Lung Association. Community service is their business. If an agency specializes in an area in which you need help—ask for it. Be specific on what you want—chances are, they'll welcome the exposure.

The American Youth Hostels, Inc.—a national nonprofit organization, offers educational & recreational travel servicesprograms that can complement any employee travel program. Through a free group membership, travel programs are available to employee associations (with tax-exempt status). Membership benefits include a "Group Adventures" newsletter, a travel magazine and directory, and access to budget trips. And that's not all. According to Toby Pyle, public relations manager for American Youth Hostels, additional services such as free travel planning seminars—are often offered by local councils of the organization.

Government agencies—Services are provided at all levels: city, county, state, federal. Many excellent programs are available for free—such as speakers on environmental safety hazards, or resource guides to health and social issue—AIDS, state department international travel guides and so forth.

Figure 1

# Identifying potential resources

# Resource: Nonprofit Health Agencies:

American Cancer Society

American Pharmaceutical

Association

American Diabetes
Association

American Heart Association

**American Red Cross** 

**Arthritis Foundation** 

Kidney Foundation

National AIDS Network

#### Professional Associations:

American Dental Association American Pharmaceutical

Association

# Government Agencies Health Resources:

Center for Disease Control Food and Drug Administration

Health & Human Services
National Institutes of Health

National Heart, Lung and Blood Institute

#### **Consumer and Public Safety:**

Environmental Protection Agency

Fire Departments

Police Departments

#### Private Enterprise:

Hospitals and clinics (including specialized services such as drug rehabilitation, eating disorders, sports medicine clinics and so forth)

Private health practitioners: ie., chiropractor, podiatrist, dentist

Recreation and leisure: businesses such as specialized sports shops, skiing, biking, hiking

Commercial recreation enterprise: rafting company, travel agencies and tour operators

Personal development & enhancement: (often by individual consultants or home business) beauty and fashion consultants, floral arrangement, cake decorating

#### Potential Service:

Speakers: educational materials; participate in screenings, special events, health fairs

Speakers; information referral to local resources

Information; resources referral on health issues

Training; information; speakers

Speakers on a wide range of topics; information and resources

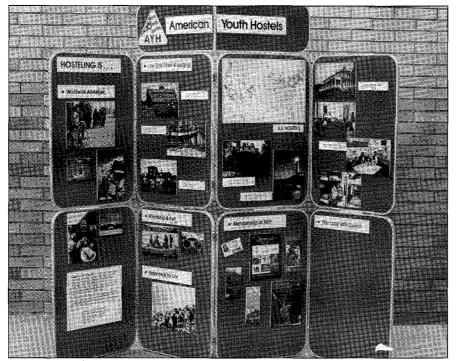
Speakers; special programming; health fairs

Programs and information in areas of specialization

Programs/resources in areas of specialization

Demonstrations and programs in area of specialization

Let your imagination take the controls! Cake decorating, hiking, foot care, suicide prevention, handwriting analysis—what are the interests of your employees?



The American Youth Hostels is a volunteer organization you may find helpful when developing or expanding programs.

If personal safety is a concern—call the Police! Many police departments offer crime prevention education and information to citizens. Seminar topics can include personal and street safety, rape prevention, home security—again, what are the needs and interest of employees?

Seminars provided by the Seattle Police Department were so popular with employees at Washington Mutual Savings Bank, it became an ongoing series—and even videotaped for employees outside of corporate headquarters.

Universities, community colleges, vo-technical schools—You've hit the jackpot—these institutions can provide speakers, hot off the press information, and student-power (see Employee Services Management, April '87, "That Wonderful Resource—The Intern," for guidelines and ideas on using interns).

Also consider using students for special events and programming. For example, Fitness Coordinator Pam Hoffman, Washington Mutual, Seattle, uses fitness technician students to administer quarterly fitness tests for employees. Hoffman said it's a win-win situation: students receive credit, tests are conducted more efficiently, she saves six to

seven hours a month—and it's free.

Using commercial enterprises— Travel agencies, bike shops, and hospitals operate in highly competitive industries—use this to your advantage. Working with businesses can be mutually beneficial—they provide expertise, education, and information—you represent potential clients.

Think nontraditional—Consider service-oriented businesses beyond recreation and health-care providers. Ask a bakery to do a cake decorating demonstration—or a financial consultant to set-up an investment or tax planning workshop.

If employees bombard you with questions on bicycling (and you don't have all the answers), bring in the experts. Ask a cycle shop owner or manager to cosponsor a bike safety and equipment workshop. Let them know there is a lot of employee interest—and you're planning to start an employee cycling club. . . . you want to work closely with a good bike shop, for expert advice. They are your first choice, but you'll contact another shop if they're not interested . . . do you think they'd say no?

**Potential providers**—Often you already have an "in." Consider the following:

- Advertised community service programs; here the agency is promoting the service—scheduling is all you need to do.
- Network with other employee service & recreation managers—keep up on the successes of your peers. Ask their opinion and advice; model successful programs.
- Build on success—take a new approach to existing contacts. If a chiropractor participated in a successful health fair, ask him to do a seminar on back care.
- Look at associate members of your local employee services and recreation association. They've identified you as a target market, and already provide discounts. How can you work together to offer new or spin-off programs?

New resources—Setting aside advertised programs and previous contacts, where do you find resources? Here are some ideas:

- Phone Book—blue pages to locate government agencies; yellow pages for business, commercial listings
- Libraries—both public and universities, provide reference books



Local university providing fitness testing—Photo by John Grieshop.

on community, social services guides (see figure 2 reference guide)

• Community crisis centers are often equipped to provide quick referral on community services.

The approach—Whether it's because your company is viewed as a public that needs educating or a viable market, you represent a large group of employees. You've got clout—make the most of it.

Emphasize the benefits of working with your company—what's in it for them? Identify these benefits; it may be obvious, such as community awareness of the agency, or educating the public on their "message." It may be more subtle. Be specific especially when approaching commercial businesses.

# **SCREENING RESOURCES**

Use your standard procedures to screen providers. Request letters of agreement, biographical information on speaker or agency, and so forth. (see Employee Services Management, Feb. '87, "Put Lunchtime Programs on Your Menu" for some helpful tips on speaker selection).

Be aware that providers may be accustomed to working in a different setting. It's the responsibility of you and your staff to clearly communicate expectations. Provide guidelines on how programs should be adapted to meet the employee needs and company policy. Content and structure of the program should be specified and agreed on by both parties.

# **SUMMARY**

You are surrounded by community resources. The challenge is matching your needs with the appropriate organizations. It involves research and taking a creative look at familiar resources. In the long run it promotes the growth of your programs, and helps you maximize your time and budget.

Figure 2

# The Library—A think tank

In addition to reference material libraries can provide support in many other ways:

• All show, no tell—a new approach to stress management: media/audiovisual services often provide 35 millimeter movies & projectors—why not put Charlie Chaplin on the menu for a "stress reducing" lunchtime program?

Most libraries also provide VCR's and video for educational or entertainment use—how about a video on proper aerobic training techniques?

echniques?

- Clone ideas—what education programs are offered that reflect the needs of your employees? Who provides the programs? Is it free?
- Scan the "take me, I'm free!" information desk—many agencies provide current resources and specialized guides to libraries. If it's information your employees can use, follow-up on it and see if you can get a supply.

# Library Reference Books—Sample Guides:

The reference guides listed below are published annually and provide information on national organizations and resources.

Leroy C. Schuwarzkopf, Guide to Popular U.S. Government Publications, Libraries Unlimited; lists free and low-cost brochures and booklets, including health, travel, social services.

National Avocational Organizations, Columbia Books, Inc., a guide to recreational, hobby, cultural, civic, and political organizations; lists 2,500 organizations.

Helga B. Croner, *National Directory of Private Social Agencies*, Croner Publications, Inc.; lists 15,000 agencies; updated monthly.

Kruzas, Anthony, Medical and Health Information Directory, Gale Resources Co.

Public Welfare Directory, A Resource Guide to the Human Service, American Public Welfare Association; provides description and contact information for federal and state health and human services.

Guide To Human Services: United Way Publication (published locally under various titles and publication frequency). Comprehensive list with program cross-reference of community services.

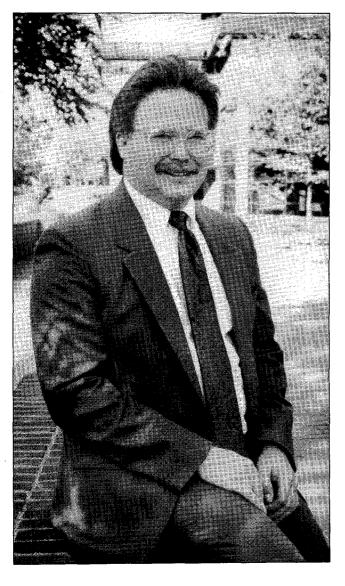
Note: Ask your reference librarian for other local guides.

# References

1. "Healthy People," the Surgeon General's report on health promotion and disease prevention, U.S. Department of Health, Education, and Welfare, 1979.

Barbara Soha is currently a graduate fellowship student in the health, physical education, and recreation department, Bowling Green State University, Bowling Green, Ohio.

# Progressing Toward Our Goals



"NESRA is the preeminent source of information on the employee services and recreation field. But in order to stay # 1 we need to exploit our strengths.

NESRA's future, the future of our affiliated chapters and the growth of our individual programs hinge on our continued ability to capture this body of knowledge and deliver it to our leadership in an effective and convenient manner."

ESM: As a member of NESRA's 1986 Strategic Long Range Planning Committee, how do you rate NESRA's progress in accomplishing our goals and objectives?

CRUNSTEDT: First, let me review the mission of NESRA as outlined in the strategic long range plan. Our mission is to serve organizations and individuals responsible for employee services, recreation and fitness/health programs.

I have seen progress toward our goals to improve member networking and educational opportunities. We have taken steps to improve communications to our vast membership which includes chapters, full-time professionals, multi-hatters, volunteers, associates and students, all of whom have very different expectations of what NESRA can do for them.

We have also made significant progress in our plans to recommend a restructuring of NESRA by 1990. The recommended restructuring will offer interested members at the local level an unprecendented opportunity to be part of the national process to improve the impact of employee services programs in business.

ESM: Having been chairman of the Policy Committee, would you explain the philosophy of NESRA's plan to restucture?

CRUNSTEDT: In 1982 NESRA committed to the development of the local affiliated chapter structure. Chapters became a major component of our membership and professional development efforts. What we didn't foresee was the need for a practical, ongoing method to involve our chapters and local level members in the national affairs.

The purpose of the recommended restructuring is to increase the involvement and input of the chapters and members at the local level. This single factor alone will improve identity and better acquaint our members with NESRA's efforts and increase the likelihood of progress and greater success in the 90s.

ESM: Are there other priorities on

which you intend to focus?

**CRUNSTEDT:** I will pay particular attention to our research and educational efforts, membership development and ensuring that we make financial and human resources decisions necessary to accomplish the long-term objectives of the association.

ESM: As co-founder and past president of the Minnesota Employee Recreation and Services Council (MERSC), you have contributed leadership and hard work to your chapter. How has this enhanced your career and what is your advice to others in the field regarding making this sort of commitment to NESRA (or their local chapters)?

**CRUNSTEDT:** My philosophy on making a commitment is very simple—you receive benefits of your commitment at a level that is consistent with the amount of effort you put into a project or organization.

I realized when I entered this field that there was an enormous amount of information and experience to gain from our members. The best way for me to learn was to get involved. The contacts that I have established by serving as a leader in my chapter and NESRA have been invaluable to our Employees' Club at Honeywell and to my career.

I always enjoy talking about employee services to prospective or new members because I want them to get curious and discover for themselves the satisfaction that I have enjoyed from participating in my local chapter and NESRA. If they are looking to make an employee services career decision, there is no better place to get the answers to their questions.

ESM: You were with Honeywell before MERSC was founded. What advantages (besides the obvious ones) have you found in having a chapter in your area?

**CRUNSTEDT:** Networking, networking and more networking. There is no comparison to the

amount of resources and opportunities we now have.

Prior to MERSC there was a small group of colleagues that I would phone but we rarely met together other than at the annual NESRA conference. The situation is quite different now and we have grown together as a community—large and small programs alike.

As a result, the employees we serve and our employers have been the biggest winners. In addition, I have observed that many of our chapter leaders have gained confidence in themselves. The opportunity to be MERSC leaders has had positive effects on their programs and for them personally

ESM: What do you attribute to MERSC's success?

**CRUNSTEDT:** A strong core of local leaders who have been consistent with their level of commitment and now actively encourage new people to get involved has been the key to MERSC's success. This has helped us survive that critical 4-6 year period of leadership transition that all new chapters go through. We have supported each other and extended a hand of friendship or advice whenever asked. It seems that each new administration has developed its own sense of pride in maintaining this tradition of commitment and service.

On the operational level, the hiring of a paid administrator has removed the burden of administrative details from our volunteer board of directors. I would recommend that a chapter at any stage of development weigh the advantages of having some type of paid administrative support.

ESM: What do you think will be NESRA's greatest challenges this year?

CRUNSTEDT: I see two areas of challenge and a third which is related. We will be concluding our membership contest at the end of January and I am optimistic that our membership numbers will increase. But I intend to propose that we reexamine our long-term strategy for

membership recruitment and determine the appropriate level of resources needed for the future.

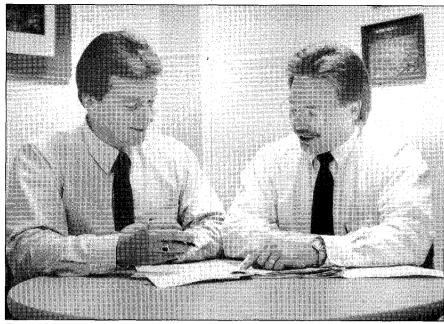
I am also concerned about the level of conference attendance not meeting our expectations. After all, this is an association dedicated to education and professional development. If our members are not attending that is telling us something. I propose that we look at alternatives for member education that will effectively encourage our members to get back into the "professional classroom." This could mean local seminars, workshops, extension programs or shorter conferences.

These challenges relate to member involvement and I see the recommended restructuring of NESRA as being the framework to reacquaint our people with the benefits of member involvement. Preparing for an effective restructuring transition will be a tremendous challenge for us in 1989.

ESM: Having been conference chairman for both national and regional conferences, you are aware of all the components that go into creating the conference experience. What is your opinion regarding the benefits of attending?

**CRUNSTEDT:** If you and your employer are genuinely concerned about providing a sound program of employee services, it is essential that you talk with your peers at every opportunity, including a conference. Let me explain. Generally, in a major corporation or business there is a group of specialists or experts that you consult. If you have a financial question you go to accounting; if you have a design problem you go to engineering; if you have a personnel question you go to human resources-but where do you go if you have an employee services question?

In our field we must consult our peers to get the answer or learn about the new cutting edge approach. A conference is planned to promote an atmosphere that is relaxed yet focused. This encourages learning



Tom Nelson, 1988 Honeywell Club President (left), discusses plans with NESRA President Bob Crunstedt.

and an exchange that is very different from making a phone call, reading a magazine article or attending a chapter meeting. If I learn about one new approach or program, I consider the money invested worthwhile.

This year's conference in Dallas, May 3–7, not only provides an affordable central location but will also give you an opportunity on Wednesday, May 3, to visit the outstanding programs at Texas Instruments, General Dynamics and Frito Lay (to name a few), as well as the nearby world-famous Cooper Aerobics Institute.

ESM: As NESRA's Vice President of Member Services for five years, have you seen NESRA's offerings grow? What additional services are currently in the works?

CRUNSTEDT: Participation in the National Awards contest has increased through recognition of programs coordinated by persons working as volunteers or persons in less than full-time capacity. We have added the Chapter Merit Award program, Program Growth Idea Folder and the Peer Network Directory. Our publication library has increased with several new additions. We have also produced the Chapter Information Manual, a companion to the Chapter Merit Award program,

that together can serve as a "blueprint" for developing and operating a successful chapter.

What we are eagerly awaiting is the completion of four soft-cover textbooks that will be funded by the NESRA Foundation. They will address 1) working with volunteers, 2) adult programming for employee services, 3) revenue generation and management and, 4) employee associations. Publication of the first text is expected in May, 1989.

ESM: You have been in employee services for 10 years. In your opinion, what have been the most significant changes in this time period?

CRUNSTEDT: Our employers are now facing the challenges of a global economy which has made today's business environment more uncertain than ever before. As a result, I have seen an acute need for employee services managers to be creative and entrepreneurial in developing new ways of doing business.

I feel that our programs have become more "service oriented" and less activity/event oriented. The growth of discount programs and referrals, employee stores, health promotion programs and travel services indicates a greater appetite for services.

The increase in the number of

women in the workforce, dual-career families and a workforce that is growing older with less upward mobility presents the service business with unprecedented challenges. The workforce is more diverse, which limits the amount of resources that you can expend on special interest activities and events. The provision of convenient services becomes a strategy to deal with the diverse needs of a changing workforce.

ESM: Why did you recently develop an employee association at Honeywell? Do you see this as a trend? What role will employee associations play in employee services?

**CRUNSTEDT:** Honeywell provides funding for our program from the general operating fund of the corporation. The amount of funding was and still is a significant part of our operating revenue; however, it is limited. We had reached a point in our evolution where we needed to develop other major sources of income to fund operations. Creating a separately chartered employee club was a way for us to generate income (dues, interest income, etc.) independent of the company and, by receiving our 501C.4 classification from the IRS, any surplus funds are exempt from income tax. The concept has been successful, as over 12,500 Honeywellers have joined the employee club and our operation is continuing to grow.

I do not see the development of 501C.4 employee associations as a broad base trend. I do see them as a viable alternative for larger programs that have a substantial employee population to generate income from dues and sales. As operations grow and surplus income is generated from multiple sources, some of which may be defined as unrelated business income, (e.g., employee stores) I can foresee incorporated employee associations becoming more common at every level in order to address the income tax issue.

There is some logic, however, for smaller programs and volunteers to form an employee association. Their association charter provides an organizational framework that can perpetuate their program from one group of leaders to the next. This continuity is vital to small or new programs.

ESM: How do you think employee services & recreation fits into the human resources field?

**CRUNSTEDT:** Even in today's uncertain business environment, I believe that employee services & recreation is and will remain a component of modern human resources management. Wherever you have people employed together they will develop a set of values and comradeship that makes their workplace a community. This sense of belonging is the basis by which many employee activities are started-I'm talking about the bowling or softball team, the company picnic, discount offers or company logo items. As a human resources professional (in any size organization), you can ignore these programs and they will evolve anyway without direction, or you can recognize their potential and take steps to build and properly manage them.

With all the changes that are occurring in the workplace and the sacrifices that employees have been asked to make, employee services & recreation programs remain a cost—

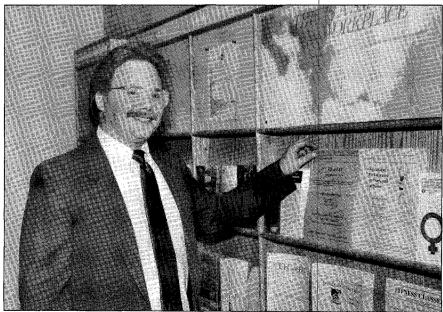
effective means for human resources professionals to advocate employee interests. It is a way for today's employers to say they still care about their employees.

ESM: Liability in programming has recently become an issue in the media. After being involved on a local and national level with major corporations, do you think possible liability is a deterrent to employee services & recreation programming?

controversy has been described as whether an injury occurred during an activity that was considered a business function or social outing. The compelling question was: If the courts were more willing to hold employers liable for injuries, would employers reduce the number of social programs as the result?

My reaction is that we should put the issue in perspective. Let's compare apples to apples and not oranges. The extent of corporate liability for employee services programs versus business events can be as different as their purpose.

As compared to the risks that most corporations are exposed to in the course of doing business, most risk managers will respond that liability for volunteer employee services & recreation programs is relatively insignificant.



Bob Crunstedt at the Honeywell Information Station

While you can never predict when or where a lawsuit will develop, the good news is that employee services leaders can take steps to reduce the risks—what our legal advisors refer to as taking reasonable care.

My comments to employers and our members are positive. Accidents by their nature are unpredictable. But we need to realize that steps can be taken to minimize risks and enhance safety. Employers can attempt to manage these risks with volunteer or part-time personnel but a better solution is to seek a qualified employee services professional to help manage these risks in an appropriate manner.

ESM: You represent a large company with many programs but virtually no facilities. Do you find this to be a hindrance?

CRUNSTEDT: No, quite the opposite. Our work locations are very decentralized throughout a major metropolitan area with abundant recreational and entertainment facilities. Our employee club cannot provide the same level of convenience for employees who participate on industrial teams at parks located next to their plant. Nor do we have the capital funding available to build or own facilities at different sites.

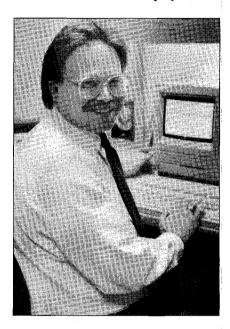
While we don't have the control of our own (major) facilities, we do not have the burden of fixed costs either. Instead, we can concentrate our resources on services (an area that I alluded to earlier) as a major emphasis of our program in the future.

ESM: An increasing number of NESRA members have employee stores, and many have worked successfully with our associate members who provide products and services suitable for an employee store setting. How would you explain this development, as well as NESRA's role in addressing this area of member interest?

The establishment, improvement and/or expansion of an employee

store within the corporate or business setting will become one of the most exciting elements of our field in the coming years. I feel a couple of factors have influence on the increasing interest in this type of employee service.

As the workforce continues to age, many of us have seen a leveling in (high) physical activity participant sports. Many leaders are now directing more resources to the provision of employee services, as well as activities. The employee store



concept has simply been a costeffective, convenient approach to
organize and focus a variety of
services and products under one
operation. In these days of limited
staff and volunteer resources to
devote to special interests, it is a
service that is not specific to any
segment of employees but useful for
all.

Secondly, we can expect that our employers will continue to scrutinize operating costs of all types, including most of our employee services and recreation activity programs. As a result, many NESRA members will need to become more entrepreneurial in developing sources of revenue to make their programs less financially dependent on their companies.

Many of our members have established an employee store for the purpose of producing surplus revenue. These stores, when properly managed, not only produce income but also provide a valuable employee service that suits the busy schedule of most employees. Many of the positive effects of the store will also be associated with the employer.

But all stores are not created equal. Some employee services organizations can support a sales operation that will generate a million dollars in sales a year. Others will work out of a storage closet and some may have a store without walls, such as an office or cafeteria.

This is where NESRA members will be able to help each other. It makes sense to continue our effort to promote NESRA, to bring this collective expertise and products and services together for the benefit of all our members. Together, we will make our association with NESRA more valuable for the future.

# ESM: How did you become interested in the field?

CRUNSTEDT: I became interested in the field by first working as a park & recreation playground leader after my freshman year in college. I entered the program at the University of Minnesota the following winter. During my junior year we visited 3M's Tartan Park facility and I decided at that point to fulfill my student internship requirements in the industrial recreation field. I was the second intern ever placed at Honeywell.

# ESM: What is your personal philosophy regarding the value of employee services and recreation?

CRUNSTEDT: My philosophy on employee services & recreation is aligned to a principle that Honeywell promotes in the workplace. Employers want employees to identify with the goals of the business; therefore, the corporation needs to create an environment where employees can achieve their personal goals as well. Our programs can help build an individual's self-esteem in a way that is much different from what they receive through work. Let me illustrate my point.

Four years ago I was participating

on a men's softball team in our company softball tournament. After 6 or 7 games on a hot and humid June weekend I was completely exhausted and had stiff legs, arms and shoulders to prove it. My team won the "B" level bracket and I remember the exhilaration and joy that I felt after the final out. I had never won anything in my "athletic career" and I can remember how great I felt when I received my trophy.

It seems corny to remember this story now, but it illustrates my point. No, I wasn't a more loyal Honeywell employee because I won a trophy at the company softball tournamentbut I sure was proud. Our programs can go a long way in nuturing selfesteem which produces a supportive environment for employees. Even though we cannot measure the value of improved self-esteem on the bottom line, we recognize that it has a positive influence on the workplace.

### ESM: What do you enjoy in your spare time?

**CRUNSTEDT:** With two pre-school age girls, spare time is as rare as a warm January day in Minnesota. I am a part-time musician and play drums and sing in a variety band. I started playing in college and

continue to play because it is such a great release for me. I am also a sports nut. I am one of those that will go right to the sports section of the paper before anything else and bone up on all the stats and inside stories on yesterday's game. I also enjoy playing softball, swimming, Mexican food and traveling with my family, but I don't do enough of the last three.

#### ESM: Tell us about Bob Crunstedt?

CRUNSTEDT: My wife, Colleen, and I have two girls, Ashley (5), and Kelsey (3). I was born and raised in Minneapolis and now live in suburban Bloomington, MN. I graduated with honors from the University of Minnesota, majoring in Recreation Administration. I have worked for Honeywell for 10 years and served in several positions with our recreation services department and presently serve as the manager of the Honeywell Employee Club where I supervise a staff of six.

ESM: You've described your priorities, personal experiences and philosophies and NESRA's challenges-what do you think the future holds for NESRA and what will be our key to success this year?

**CRUNSTEDT:** I am optimistic about NESRA's future; however, I see significant challenges ahead to get our members more familiar and excited about what NESRA can do for them. At the same time, it is a two-way street and it is the responsibility of our members to take initiative. After all, it is our association and with our cooperation (or lack of) we can make it as effective as we wish.

Interestingly, NESRA members are in a position that all of our employers spend millions each year to achieve—#1 in the marketplace. NESRA is the preeminent source of information on the employee services and recreation field. But in order to stay #1 we need to exploit our strengths.

NESRA's future, the future of our affiliated chapters and the growth of our individual programs hinge on our continued ability to capture this body of knowledge and deliver it to our leadership in an effective and convenient manner. This is a large task and one that will provide challenges for NESRA and chapter leaders for many years to come.

I plan to provide leadership in 1989 that will address the tasks for the present, but will also consider our members' interests in the long term.





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Contact: Warren Kaplan, MAS

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John Carr, CAS

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BJ'S WHOLESALE CLUB P.O. Box 3000 Natick, MA 01760 (800) BJS-CLUB Contact: Gayle Gordon

B.J.'s Wholesale Club offers self-service, cash & carry membership designed to serve retailers, institutions, offices and groups of individual consumers by selling at wholesale prices.

BLACK & DECKER (U.S.), INC. 10 N. Park Dr. P.O. Box 798 Hunt Valley, MD 21030 (301) 683-7115 Contact: Richard MacDonald

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BRANDEZ INTERNATIONAL P.O. Box 328 Antioch, TN 37013 (615) 360-3555 (800) 835-2246 Ext. 131 Contact: Earl Williams Marie Williams

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BRONSON PHARMACEUTICALS 4526 Rinetti Ln. La Canada, CA 91011 (818) 790-2646 Contact: Frosty Ainlay

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CSC MARKETING, INC. COMPANY STORES/ EMPLOYEE SALES 9990 Monroe Dr., Suite 204 Dallas, TX 75220 (214) 350-6706 Contact: W. O. Smithers, Jr.

CSC Marketing offers electronic items on consignment such as telephones, watches, calculators, car stereos, portable jam boxes, and framed pictures.

CERTRON CORP. 1651 S. State College Blvd. Anaheim, CA 92806 (800) 854-3943 (714) 634-4280 (in CA) Contact: Mark Winsberg, SPHR

NESRA members can purchase the fol-

lowing products from Certron Corp.: blank videotapes at \$2.75 each, blank audio tapes at 50 cents and 65 cents, floppy diskettes from 35 cents each, plus many accessory files and cabinets. Join over 200 NESRA companies nationwide in this unique benefit program. Call today for further information.

CHERRY HILL FURNITURE, CARPET & INTERIORS P.O. Box 7405 Furnitureland Station High Point, NC 27264 (800) 328-0933 (800) 888-0933 (919) 882-0933 Contact: Donna Blair

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CORPORATE JEWELRY CLUB 610 S. Broadway, Suite 617 Los Angeles, CA 90014 (800) 932-0800 (213) 623-4648 (in Los Angeles) Contact: Wade Watson

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund of all sales.

DATAFLOW COMPANIES, INC. P.O. Box 1208 Durham, NC 27702 (919) 286-5509 Contact: Laura Irvin

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Contact; Mr. David J. Selznick

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EMPLOYEE PRINTING SERVICES, INC. P.O. Box 248 Bedford Park, IL 60499-0248 (800) 323-2718 (312) 496-4900 ext. 222 Contact: Kay Hardy

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All products are offered to NESRA members at a 40 percent discount.

ENCYCLOPAEDIA BRITANNICA U.S.A. 310 S. Michigan Ave. Chicago, IL 60604 (312) 347-7306 Contact: Ralph Alleman

Encyclopaedia Britannica offers an income producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

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#### BRUNSWICK RECREATION CENTERS One Brunswick Plaza Skokie, IL 60077 (312) 470-4184

Contact: Randy Wagner

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ing to organize a bowling program for

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KINGS ISLAND P.O. Box 400 King Mills, OH 45034 (513) 241-5600 Contact: Jerry Greager

Kings Island is now providing a "Fun Card" program offering employees a savings on general admission prices. The park's features include the new Amazon Falls, a ride with 16-foot long boats climbing above tree level, and gliding along an 815-foot water trough which ends in a 50-foot waterfall creating a tidal wave that soaks passengers and those standing in selected watching areas.

MARINE WORLD AFRICA USA Marine World Pkwy. Vallejo, CA 94589 (707) 644-4000 Contact: Cyd Antang

Marine World Africa USA's Wild Card Club is now available on a national level to NESRA members only. Employees can enjoy this oceanarium/wildlife park with the added benefits of a Wild Card discount. Additional benefits are available to other San Francisco Bay area attractions.

MEADOWLANDS ARENA P.O. Box C-200 E. Rutherford, NJ 07073 (201) 460-4114 Contact: Norine E. Barnett

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Queen Mary & Spruce Goose Voyager Club offers members 10 percent savings on combination attraction tickets, Hotel Queen Mary lodging and selected merchandise. Larger discounts are offered on attractions' admission during selected time periods. This program is free to employers and employees of NESRA members (minimum 100).

SAN DIEGO ZOO AND SAN DIEGO WILD ANIMAL PARK P.O. Box 551 San Diego, CA 92112-0551 (619) 557-3966 Contact: Mary Lou B. Antista Maureen G. McGreevy

San Diego Zoo and San Diego Wild Animal Park offers Zoofari Club discount cards, ticket or voucher programs, catered events and behind the scene tours. These programs are available on a national level to NESRA members only.

SEA WORLD 1720 S. Shores Rd. San Diego, CA 92109 (619) 226-3845 Contact: Anthony Flores

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The Universal Studios Florida "Fan Club," an exciting new program offered free of charge to companies with 100 or more employees, will offer special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

UNIVERSAL STUDIOS TOUR 100 Universal City Plaza Universal City, CA 91608 (818) 777-3793 Contact: Therese Andrade Frayne

Universal Studios Tour is a 7-hour excursion through the famed 420-acre front and back lots, including the "Star Trek Adventure," "Streets of the World," and the only motion picture sets which are accessible to the public; "King Kong," "Miami Vice Action Spectacular" and much more.

WALT DISNEY'S
MAGIC KINGDOM CLUB
P.O. Box 4489
Anaheim, CA 92803
(714) 490-3200
Contact: Bob Baldwin

Walt Disney's Magic Kingdom Club offers a variety of Disney leisure benefits and programs to employees of more than 24,000 participating organizations throughout the United States, Canada, Mexico and the Orient.

WET 'N WILD, INC. 6200 International Dr. Orlando, FL 32819 (305) 351-1800 Contact: Kim Perkins

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet 'n Wild has parks located in Orlando, Florida; Las Vegas, Nevada; and Arlington, Texas; offering a 15 percent Sun 'n Surf Club discount to NESRA members at all locations.

WISCONSIN DELLS VACATION CLUB P.O. Box 65 Wisconsin Dells, WI 53965 (608) 253-3031 Contact: Thomas Diehl



# Fitness Equipment/ Facilities/ Services

FITNESS MANAGEMENT MAGAZINE 3923 West 6th St. Los Angeles, CA 90020 (213) 385-3926 Contact: Nancy Field

Fitness Management magazine provides information for the profitable management and professional program leadership of adult physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

FITNESS RESEARCH CENTER UNIV. OF MICHIGAN 401 Washtenaw Ave. Ann Arbor, MI 48109 (313) 763-2462 Contact: Terri Goodman

The Fitness Research Center, University of Michigan offers computerized health surveys including health-risk appraisal, lifestyle analysis, and other innovative health promotion services for your employees. Call for more information.

MAGIC BOX, INC. Box 65233 Lubbock, TX 79464 (806) 799-1462 Contact: Joan Kyre

Magic Box, Inc. manufactures and markets a unique mini-gym. The EAR Exerbox is concealed within a piece of designer furniture. Outwardly, it is a hardwood end table or footstool. Inside it is a low impact apparatus which can be used for 14 standing and sitting exercises, all outlined in a manual.

MUSCO SPORTS LIGHTING, INC. 2107 Stewart Rd. P.O. Box 14 Muscatine, IA 52761 (319) 263-2281 Contact: Brian Connel Luann Schillig

Musco Sports Lighting produces lighting systems for recreation and athletic fields. Musco offers design, manufacturing, installation, and financing of sports field lighting systems.

UNIVERSAL GYM EQUIPMENT, INC. P.O. Box 1270 Cedar Rapids, IA 52406 (319) 365-7561 (800) 553-7901 Contact: Curt Nelson

Universal Gym Equipment, Inc. manufactures a complete line of single- and multi-station weight training equipment, free weights and aerobic equipment including Monark exercise bikes, computerized AerobiCycle exercise bikes, ComputeRow rowing machines and Tredex treadmills.



# Hotels/Resorts

BEST WESTERN MARDI GRAS INN 3500 Paradise Rd. Las Vegas, NV 89109 (702) 731-2020 (800) 634-6501 Contact: Judy Di Pietro

The Best Western Mardi Gras Inn features Best Western's mini-suite concept. Every room is at least 415 sq. ft. with a separate living room and a wet bar. The resort atmosphere and proximity to shopping, sports, gambling and entertainment make this hotel a guest-pleaser!

CENTRAL FLORIDA WORLD RESORTS 7081 Grand National Dr. Suite 109 Orlando, FL 32819 (407) 351-6111 Contact: Peter T. Rems

Central Florida World Resorts, with locations on International Drive, Disney Main Gate area and the new Boardwalk and Baseball area, offers family-priced rooms in the Central Florida/Walt Disney World area. NESRA members receive year-round discounts, in-house packages, toll-free reservations and member I.D. cards.

COLONY PLAZA HOTEL 2600 W. Highway 50 West Orlando (OCOEE), FL 32761 (407) 656-3333 (800) 821-0136 (U.S. and Canada) Contact: Carol Correia Robin Boyd Colony Plaza Hotel, located 20 minutes from Disney World, has a swimming pool, lighted tennis courts, a lounge, coin-operated washers and dryers, and free airport pickup (with reservations and 48-hour notice). When accompanied by parents, children under 18 stay free of charge and children under 12 eat free. A \$38 room rate (for one to four persons) is available to NESRA members.

COMMERCIAL MANAGEMENT CORP. dba DAYS INN 9990 International Dr. Orlando, FL 32819 (407) 345-1623 Contact: Mark A. Earles

COMMLEISURE, INC. dba HOWARD JOHNSON'S FOUNTAIN PARK HOTEL 5150 W. Spacecoast Pkwy. Kissimmee, FL 32741 (407) 396-1111 Contact: Chuck Wheatley

DAYS INNS' OF THE WEST 1819 Ocean Ave. Santa Monica, CA 90401 (213) 458-6119 Contact: Dan Logan

Days Inns' of the West owns and operates all Days Inns in California. Hotels are located in areas of the Los Angeles Alrport, Century City, Anaheim, Westlake Village, San Diego, Oakland, San Francisco Airport, Emeryville, San Jose, Sacramento, Bakersfield, Riverside and Palmdale. Additional locations are in Phoenix, Arizona and Reno, Nevada.

DELTA COURT OF FLAGS HOTEL 5715 Major Blvd. Orlando, FL 32819-7988 (800) 268-1133 (407) 351-3340 Contact: Rosemary Fletcher

EMBASSY SUITES HOTELS 3890 W. Northwest Hwy. Suite 200 Dallas, TX 75220 (214) 350-6442 Contact: Lee Hambrick

The 75 Embassy Suites Hotel locations offer two-room suites, living room and private bedroom, for the price of a standard hotel single. Complimentary, full cooked-to-order breakfast every morning and complimentary beverages (subject to state and local laws) every evening are available. Airport transportation is provided at most locations. Call for information on special programs and promotions.

FRIDEN HOTEL COMPANY 2020 Alameda Padre Serra Santa Barbara, CA 93103 (805) 963-9715 Contact: Richard I. Lidz

GEORGE WASHINGTON LODGES 990 DeKalb Pike King of Prussia, PA 19406 (215) 265-5000 Contact: Dan Logan

The George Washington Lodge Co. has seven motels located on the Pennsylvania Turnpike at exits 24, 25, 27, 28 and near exit 33 on the NE extension. Discounts are offered up to 50 percent to NESRA members.

GULFSHORES HOTEL
MANAGEMENT/AREA SALES
OFFICE
2400 Beach Blvd.
Biloxi, MS 39531
(601) 388-3551 ext. 812
Contact: Darby Ann Trovato

HACIENDA RESORT HOTEL & CASINO 3950 Las Vegas Blvd., S. Las Vegas, NV 89119 (702) 739-8911 Contact: Clem Bernier

HILTON INN FLORIDA CENTER 7400 International Dr. Orlando, FL 32819 (407) 351-4600 Contact: Lani K. Hendricks

The Hilton Inn Florida Center is located within walking distance of International Drive's many shops and restaurants, and features two pools, two lounges, restaurant, deli, playground and minishopping mall. It is only six miles from Walt Disney World's entrance, three miles from Sea World and just minutes from all other major attractions. Children may stay free with parents, regardless of age. NESRA members are offered a \$49 room rate for up to 4 people in a room.

HILTON INN GATEWAY U.S. 192 Kissimmee, FL 32741 (305) 396-4400 Contact: Rose Watkins

The Hilton Inn Gateway is ideally located one mile from the main entrance to Walt Disney World/Epcot Center and only minutes from most major attractions. The hotel features two pools, 18-hole miniature golf course, children's playground, restaurant, coffee shop/delibar, piano bar lounge and pool bar. Transportation is available to all major attractions.

HOLIDAY INNS, INTERNATIONAL 5955 T.G. Lee Blvd., Suite 430 Orlando, FL 32822 (800) HOLIDAY Contact: Laurie Cardenuto Call Holiday Inns' toll free number (or call hotels directly) for discounted rates on hotel room only packages offered in Orlando, Cocoa Beach, Miami, Nashville, Knoxville, and Chattanooga. Brochures are available upon request.

LA JOLLA INNS OF AMERICA 2402 Torrey Pines Rd. La Jolla, CA 92037 (800) 367-6467 Contact: Shirley Jacobs

La Jolla Inns offer ocean views, beaches, and friendly service. Enjoy spacious, decorator-appointed rooms, suites and kitchenettes.

LEADERSHIP LODGING CORP. 6101 Montrose Rd. Suite 355 Rockville, MD 20852 (301) 230-1333 Contact: John J. Downes

Leadership Lodging Corporation, a hotel company specializing in mid-priced lodging, operates 10 hotels in mid-Atlantic and Southeastern states including Florida, Georgia, Maryland, North Carolina, Pennsylvania, Virginia, and Washington DC. Key resort areas are offered in North Carolina and Orlando, Florida.

MAYFAIR SUITES HOTEL 7000 Roswell Rd. Atlanta, GA 30328 (800) 255-3019 Contact: Kate Marinaccio

Mayfair Suites Hotel, an all-suite Atlanta hotel, offers discounts of up to 60 percent on general room rates. Conveniently located near Atlanta attractions and shopping facilities, the hotel also features a playground, volleyball facility, and an olympic-sized swimming pool. Complimentary continental breakfast and complimentary transportation are available. Call for more information about the hotel's weekend program.

MILFORD PLAZA HOTEL 270 W. 45th St. New York, NY 10036 (212) 869-3600 Contact: Susan Beyer

The Milford Plaza is a 1,300-room hotel in the heart of New York's theatre district, near corporate headquarters, the Javits Convention Center, fine dining and sightseeing. Group rates are available upon request.

MOUNT SNOW RESORT
Mountain Rd.
Mount Snow, VT 05356-2810
(800) 451-4443 (groups only)
(802) 464-8501 (Information and Reservations)
Contact: Meri Spicer

Mount Snow is a four-season ski and golf resort with group and individual packages available. This resort features 75 ski trails and 16 lifts in winter and a championship golf course and renowned golf school in summer. The Mount Snow region offers a variety of lodging, dining and activity choices.

PARK SUITE CORP./SARA HOTELS 5955 T.G. Lee Blvd. Suite 260 Orlando, FL 32822 (407) 240-5050 Contact: Robin P. Cogdill

Located in Dallas, TX, Nashville, TN, Jacksonville, Orlando North (Altmonte Springs), and Orlando, FL., Sara Hotels' full-service, all-suites properties feature fine dining including a complimentary American breakfast. The Sara Hotels also offer a variety of facilities including a pool, sauna, steam room, whirlpools, and exercise equipment.

PIRATE'S COVE BEACH LODGE 3501 S. Atlantic Ave. Daytona Beach Shores, FL 32019 (904) 767-8740 (800) 272-2683 Contact: Joanne DeMarco

Pirate's Cove Beach Lodge, oceanfront property with 173-rooms (including some fully equipped efficiencies), features the following amenities: heated fresh water pool, sun decks, kiddie pool, full service restaurant, pool bar and snack bar (seasonal), lobby bar and lounge (entertainment nightly), game room and gift shop. NESRA members are offered special room rates from \$25. For details, call 800-272-2683.

QUALITY INN KINGS ISLAND CONFERENCE CENTER 5589 Kings Mills Rd. P.O. Box 425 Kings Island, OH 45034-0425 (800) 227-7100 Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

QUEST INTERNATIONAL P.O. Box 871 Yakima, WA 98907

#### (509) 453-1666 Contact: Kim Graf Rick Wilkinson

Quest International offers its members a 50 percent savings off standard room rates at over 1,000 hotels and motels nationwide. NESRA members are eligible for an 80 percent savings on the purchase of a Quest membership card. The card, which usually sells for \$99, can be purchased by NESRA members for \$19.95.

RADISSON PLAZA HOTEL ORLANDO 60 S. Ivanhoe Blvd. Orlando, FL 32804 (407) 425-4455 Contact: J. Michael Quisenberry

REGENCY SUITES HOTEL 975 W. Peachtree St. Atlanta, GA 30309 (404) 876-5003 Contact: Dianne E. Butler

REGISTRY HOTELS AND RESORTS 16250 Dallas Pkwy. Dallas, TX 75248 (214) 248-4300 Contact: Jim Bressler

Registry Hotels and Resorts, a collection of hotels and resorts across the U.S., are creators of the "Registry Vacation Travel Club" which involves 850 national companies and organizations representing over 500,000 travelers. Annual discounts are available with additional savings during traditional vacation time periods. Contact Mr. Bressler for further details.

RODEWAY INNS INTERNATIONAL 3838 E. Van Buren Phoenix, AZ 85254 (602) 273-4558 Contact: Thomas R. Bogart

With over 160 locations coast to coast, Rodeway Inns provides clean, comfortable, affordable lodging. Call for information on NESRA discount.

SAM BOYD'S FREMONT HOTEL & CASINO 200 E. Fremont St. Las Vegas, NV 89101 (702) 385-3232 (800) 634-6460 Contact: Ron Harrigian

Sam Boyd's Fremont is a Hotel/Casino featuring three restaurants and full-service gaming. Located at the four-corners of downtown Las Vegas, it features the five star Slot Club, a totally automated program. Special group rates and Midweek Discovery Books are avail-

able to NESRA members.

SEABROOK ISLAND RESORT P.O. Box 32099 Charleston, SC 29417 (800) 845-2475 (803) 768-1000 Contact: Judy Hardee

Seabrook Island, a private oceanside resort 23 miles south of historic Charleston, offers luxury villa accommodations, dining, championship golf and tennis, deep sea charters, horse-back riding, bicycling, pools, sandy beaches and children's programs. There is a 15 percent discount on daily villa rates and a 10 percent discount on weekly villa rates year round. Ask about your NESRA discount.

SEASCAPE, LTD. 1080 Port Blvd. Miami, FL 33132 (305) 377-9000 (609) 296-4640 Contact: Tom Lamb

NESRA members can enjoy a 30 percent discount off SeaEscape Freeport or ocean cruise from Miami, Ft. Lauderdale, Port Canaveral or Tampa Bay. The cruise will feature meals, entertainment, casino facilities, and more. Half day "sampler" cruises are also available from Ft. Lauderdale (Tuesday and Saturday), Miami (Thursday) and Port Canaveral (Friday).

SHERATON-LAKESIDE INN 7711 U.S. 192 West Kissimmee, FL 32741 (407) 828-8250 Contact: Christine Theophilus

Sheraton-Lakeside Inn, a 652-room resort one-and a half miles from Disney's Main Gate, offers its visitors free use of paddleboats on a private lake, pools, playgrounds, game rooms, and tennis courts. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Please call the sales office to enroll your company.

SHERATON TUCSON EL CONQUISTADOR 10000 N. Oracle Rd. Tucson, AZ 85704 (602) 742-7000 Contact: R. A. Vaughan

The El Conquistador, a self-contained luxury resort, features 440 rooms, three restaurants and four lounges. This facility also offers a spa, golf, tennis, and horseback riding. The 1988 rates are as follows: Jan. 1 to May 29—\$126; May 30 to Sept. 5—\$60 and Sept. 6 to Dec. 31—\$98. Rates are based on availability. Identify NESRA when calling.

SMUGGLERS' NOTCH Rt. 108 Smugglers' Notch, VT 05464 (802) 644-8851 Contact: Art Cohen

SPRING CREEK RANCH/WORT HOTEL P.O. Box 69 Jackson, WY 83001 (800) 322-2727 Contact: Jeffrey Cleeland

SURFSIDE RESORTS 2500 N. Atlantic Ave. Daytona Beach, FL 32018 (800) 874-6996 (800) 342-4902 (in FL) (904) 672-0990 Contact: Sue Wills

The Best Western La Playa and the Howard Johnson Oceanfront are luxury hotels directly located on Daytona beach and across the street from the largest beachside shopping center. There is a wide array of accommodations to choose from including oceanview or oceanfront rooms, efficiencies and suites. Both properties feature sun decks with Olympic size pools, hot tubs, and children's pools. Fine dining and entertainment, convention, meeting, and banquet facilities are available. Discounts of up to 25 percent are available to NESRA members.

THE ENCLAVE SUITES AT **ORLANDO** 6165 Carrier Dr. Orlando, FL 32819 (407) 351-1330 (800) 457-0077 Contact: Diane C. Murphy

The Enclave is a 321-room all-suite property located off of International Dr. in Orlando. All rooms come with fully equipped kitchens and private balconies which overlook Little Sandy Lake. Located near all attractions, the airport, shopping and golf, the hotel features an "all seasons" recreation facility.

TRUSTHOUSE FORTE **HOTELS—CARIBBEAN &** BERMUDA DIVISION Bldg. 144 JFK Int'l. Airport Jamaica, NY 11430 (718) 656-4822 (800) 521-1733 (800) 225-5843 (Reservations) Contact: Debra Cohen Celeste Blessin

Trusthouse Forte Hotels, an international, top quality hotel company, includes the following deluxe and luxury resorts in the Caribbean and Bermuda: Bahamas-Nassau Beach Hotel, Barbados-Sandy Lane Hotel, Bermuda-Harmony Club and the Belmont Hotel,

Golf and Country Club. NESRA discounts are available upon request.

**WESTIN HOTELS & RESORTS** The Westin Building 2001 Sixth Ave. Seattle, WA 98121 (206) 443-5274 Contact: Jim Weiss

Westin Hotels & Resorts' 62 hotels worldwide have won the Travel/Holiday award for the eighth year in a row as the best hotel company in the U.S. and internationally. "The NESRA Westin Weekend" 50 percent discount is available. Some restrictions apply. Please call for more information.

WINEGARDNER & HAMMONS, INC. 4243 Hunt Rd. Cincinnati, OH 45242 (513) 891-3326 Contact: Cindy Swift

Winegardner & Hammons, Inc. is a fullservice hotel management company which owns, operates and/or provides financial services to over 70 hotels nationwide. Call for a complete listing and further information on available discounts, including our newest locations: Radisson hotel, Lansing, MI and Radisson Hotel, Columbus, OH.

WYNDHAM HOTELS 2001 Ross Ave., Suite 3200 Dallas, TX 75201 (214) 978-4500 Contact: Wendi Badgley

Wyndham Hotels manages hotels in Atlanta, GA; Austin, Houston, San Antonio, Dallas, TX; Chicago, IL; Philadelphia, PA; Palm Springs, CA; Scottsdale, AZ; Washington, DC; Poughkeepsie, NY Tampa, FL; Milwaukee, WI; and resorts in Kingston, Montego Bay, Jamaica; Nassau, Bahamas.

D Professional

**CLUB INDUSTRY MAGAZINE** 1415 Beacon St. C9122 Boston, MA 02146 (617) 277-3823 (in MA) (800) 541-7706 Contact: Karen Revnolds

Club Industry magazine features articles on corporate fitness programs, new product information, and trends in the fitness and recreation industry. This company also sponsors Club Industry East and Club Industry '89 trade shows. Please write or call for complimentary subscription information and/or tradeshow information

IBC (INT'L BROADCASTING CORP.) 6121 Santa Monica Blvd. Hollywood, CA 90038 (213) 461-5400 Contact: Suzan Harrison

**LENSCRAFTERS** 8650 Governor's Hill Dr. Cincinnati, OH 45249 513-583-6619 Contact: Sel O'Koon

LensCrafters extends to all employees, spouses and children a 20 percent discount on all products sold by Lens-Crafters. Choose from over 3,500 frames and high-quality glasses, custom ground in about one hour

METRO PUBLICATIONS, INC. 15919 W. Ten Mile Rd. Southfield, MI 48075 (313) 552-0800 Contact: David Kersh

NATIONAL RIFLE ASSOCIATION 1600 Rhode Island Ave. N.W. Washington, DC 20036 (202) 828-6152 (202) 828-6153 Contact: John J. Grubar

The National Rifle Association extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments) and affiliated clubs (rifle & pistol, hunting, etc.).

QUALEX INC. 8750 Tesoro Dr. San Antonio, TX 78286 (512) 828-9111 Contact: Thomas L. Mewhirter

Qualex, Inc., a member of the Eastman Kodak Colorwatch system, provides full service and high-quality photofinishing.

**ROYCE SPENCER ASSOCIATES** 179 Main St. Hackensack, NJ 07024 (201) 342-5900 (800) 526-2850 Contact: Marsha Kaye

Royce Spencer Associates is an advertising company working with companies throughout the country offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise and/or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

TRANS NATIONAL INSURANCE AGENCY 2 Charlesgate West Boston, MA 02215 (617) 262-9200 Contact: John A. Hollosy

Trans National Insurance Agency represents long-term care specialists in the employee benefits market.



## Program Supplies

AWARDS BY KAYDAN 909 Main St. Antioch, IL 60002-1508 (312) 395-2900 Contact: Daniel Dreyer

CLYDE A. SHORT COMPANY P.O. Drawer 310 Shelby, NC 28150-0310 (704) 482-9591 Contact: Director of Sales

The C.A.S. Company is one of the nation's leading suppliers of gifts and awards to industry. Specializing in development, administration and fulfillment, it offers 28 individually priced catalogues. Shipping in all 50 states, the catalogues promote employee involvement and family participation through recognition.

ENGRAVABLE GIFTS BY CAWLEY 1544 N. 8th St. P.O. Box 2110 Manitowoc, WI 54221-2110 (414) 682-7754 (800) 822-9539 (Jim Peterson) (315) 363-8490 Contact: Ron C. Jones Engravable Gifts by Cawley offers professional identification and recognition products in gold and silver tone. Choose from high quality courtesy namebadges, identification plates, and desk nameplates. To award employees' efforts choose from recognition plaques for in-house use and individual recognition awards. Social theme gifts for weddings, anniversaries, and child-births are also available.

GROUP INCENTIVES, INC. 2905 Northwest Blvd. Suite 190 Plymouth, MN 55441 (612) 559-5322 (800) 441-6677 Contact: Don Neumann Mary Renneker

Group Incentives specializes in service, safety and merit award programs and can also help corporations in the areas of fundraising, employee store programs, client gifts, executive gifts, special event or client giveaways/premiums. This company offers competitive prices and unsurpassed service in all areas.

NORTH AMERICAN MARKETING CORP. 100 Sanrico Dr. Manchester, CT 06040-0101 (203) 563-3776 Contact: James Tillona

QUALITY INDUSTRIES, INC. 215 W. Mechanic St., Box 768 Hillsdale, MI 49242 (517) 439-1591 Contact: Keith Addleman Larry Moore

Quality Industries, Inc. offers park and playground equipment.



## Sporting Goods/ Information

AMATEUR SOFTBALL ASSOC: OF AMERICA 2801 N.E. 50th St. Oklahoma City, OK 73111-7201 (405) 424-5266 Contact: Don E. Porter AMERICAN BOWLING CONGRESS 5301 S. 76th St. Greendale, WI 53129 (414) 421-6400 Contact: Jack Mordini

American Bowling Congress is a nonprofit, noncommercial voluntary membership organization providing goods and services to its nearly 4 million members actively involved in the sport of American tenpins.

AMERICAN SKI ASSOCIATION 1888 Sherman St., Suite 500 Denver, CO 80203 (303) 861-7669 (800) 525-7669 Contact: Ellen Blackburn

CEL DEVELOPMENT 2990 Atlantic Ave. Penfield, NY 14526 (716) 377-3570 Contact: Charles Bello

CEL Development offers Race-Trac, software used to time and score road races. With an IBM PC or compatible, it times each runner and provides a maximum of 10 winners in men's and women's divisions and the top 10 finishers in up to 40-age groups.

NATIONAL GOLF FOUNDATION 1150 S. U.S. Hwy. 1 Jupiter, FL 33477 (305) 744-6006 Contact: John J. Gaynor



Sportswear

CHAMPION PRODUCTS, INC. 3141 Monroe Ave. Rochester, NY 14618 (716) 385-3200 Contact: Jim Rissing

GEAR FOR SPORTS 16002 W. 110th St. Lenexa, KS 66219 (913) 888-0535 Contact: Alan Krasnoff Gear for Sports features imprinted activewear, heavyweight fleece and related separates. Utilize their graphic and printing capabilities.

VELVA SHEEN MFG. COMPANY 3860 Virginia Ave. Cincinnati, OH 45227 (800) 543-4950 (800) 582-7293 (in OH) Contact: Joyce Fernandez

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.



# Travel: Cruise lines/Airlines/Agencies

ADVENTURES ON SKIS/ ADVENTURE GOLF HOLIDAYS 815 North Rd., Rt. 202 Westfield, MA 01085 (800) 628-9655 (800) 447-1144 (in MA) Contact: Reservations Dept.

Adventures on Skis offers winter vacations to Austria, France, Italy, Switzerland, Colorado, Utah, Wyoming, and Quebec. Contact Adventure Golf Holidays to plan golf tours to Scotland, Ireland, England, Hawaii, South Carolina, and Florida. NESRA members receive a 5 percent discount off brochure prices.

AMERICAN ADVENTURE, INC. 5333 Mission Center Rd. Suite 108 San Diego, CA 92108 (619) 295-8202 Contact: Melinda Palermo

NESRA members are entitled to a significant discount of 20 to 50 percent off published rates on RV campsites or trailer rentals. Recreational facilities are located in 23 luxurious RV resorts across America. To obtain more information or a discount certificate, call Monday through Friday from 9 a.m. to 6 p.m. Pacific time.

AIR FRANCE 875 N. Michigan Ave. Chicago, IL 60611 (312) 440-7915 Contact: Lee R. Young BERMUDA STAR LINE 1086 Teaneck Rd. Teaneck, NJ 07666 (201) 837-0400 Contact: Andy Sama

Enjoy seven-day cruises from New York, Tampa, New Orleans and San Diego to Mexico, Bermuda and Canada on the SS Bermuda Star, SS Queen of Bermuda and SS Veracruz. Call for more information on cruises and discounts.

BREAKAWAY INCENTIVES, INC. dba BAI INCENTIVES, INC. 6412 S. Cass Ave. Westmont, IL 60559 (312) 969-9080 Attn: R. Glenn Archey

BAI Incentives offers NESRA members group travel programs tailored to your destination(s), budget and/or joining other NESRA membership movements. Complimentary trips predicated by number of participants, or value prorated among those traveling.

COMMODORE CRUISE LINE 1007 N. America Way Miami, FL 33132 (800) 832-1122 (305) 373-5502 Contact: James Applebaum

Commodore Cruise Line offers a sevenday Caribbean Cruise on the M/S Caribe ship which sails year round from the port of Miami to Puerto Plata, San Juan, St. John and St. Thomas. On the following 1989 dates the M/S Caribe will sail to Ocho Rios, Grand Cayman, Cozumel and Playa Del Carmen: Jan. 7, March 4, April 8, May 13, June 17, July 8, July 22, Aug. 12 and Oct. 1.

CRUISE TIME
2307 Van Ness Ave.
San Francisco, CA 94109
(415) 673-0880
Contact: Linda Shatz
Bill Cooney
Paula Chihak Basker

Cruise Time, one of the nation's largest cruise-only travel agencies, offers discounts on over 500, 1989 sallings and greater savings on selected NESRA group sailings. Call (800) 338-0818 for a free discount brochure.

DELTA QUEEN STEAMBOAT COMPANY 30 Robin St. Wharf New Orleans, LA 70130 (504) 586-0631 Contact: Mary Metiva

INTERNATIONAL INCENTIVE TRAVEL, INC. 1089 W. Granada Blvd. Suite 4 Ormond Beach, FL 32074 (800) 342-9216 (904) 672-1414 Contact: Robert L. Dick Gigi Norris

International Incentive Travel offers special discount rates on Florida first-class hotel and resort accommodations. Employee vacation programs, incentive and achievement awards, and facilities for meetings, conferences and seminars are also available to NESRA members.

KLM ROYAL DUTCH AIRLINES 225 N. Michigan Ave. Suite 324 Chicago, IL 60601 (312) 861-9292 Contact: Rick Cornelisse

Fly KLM Royal Dutch Airlines to Amsterdam and beyond. KLM flies to 125 cities and over 75 countries, from five convenient U.S. gateways: New York, Chicago, Atlanta, Houston and Los Angeles.

MOUNTAIN RIVER TOURS, INC. Sunday Rd., P.O. Box 88
Hico, WV 25854
(800) 822-1386
Contact: Margaret Kuhn

Mountain River Tours, Inc. offers adventure trips which include one day and overnight whitewater rafting trips, fishing trips, scenic float trips, and introduces "Ride and Raft," which combines horseback riding, camping and rafting. Call (800) 822-#1FUN for more information on an employee discount program.

OCEAN QUEST INTERNATIONAL 512 S. Peters St., Suite 202 New Orleans, LA 70130-1629 (504) 586-8686 (800) 338-DIVE Contact: Bill Farrell

Ocean Quest International features an eight day/seven night cruise on the 457-foot M/V Ocean Spirit to Cancun, Belize and Cozumel. Snorkei, scuba, sail, ski, surf and swim the exotic waters of the Caribbean from the Adventure Deck. NESRA members receive a 5 percent discount.

RIVERS WHITEWATER RAFTING Drawer 39 Lansing, WV 25862 (304) 574-3834 Contact: Eddie Lilly

SKI ORGANIZERS-ORGANIZERS, ETC., INC. Writers Suite 602 1780 S. Bellaire

#### Denver, CO 80222 (303) 758-5795

Ski Organizers offers discounted two to seven night packages at Rocky Mountain resorts for individuals and groups. A package includes lodging, ski lifts, transportation, and "re-creation of body, mind, and spirit". Call for special NESRA rates.

SOUTH FLORIDA CRUISES, INC. 5352 N.W. 35th Ave. Ft. Lauderdale, FL 33309 (800) 42-NESRA (800) 327-SHIP (305) 739-SHIP Contact: Midge Mills

South Florida Cruises, Inc., bonded cruise specialists, offers savings on major cruise lines to and from all ports of call. Cruises can be booked two weeks to 14 months in advance. Groups, families, and individuals can be accommodated. Cruises can also be planned for sales meetings and given as employee incentives.

SWISSAIR 608 Fifth Ave. New York, NY 10020 (212) 484-0621 Contact: C. Thomas Macari

Swissair offers all NESRA members, active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

THE COTTAGES RESORT AND CONFERENCE CENTER P.O. Box 7528
Hilton Head Island, SC 29938 (803) 686-4424 (800) 255-2471
Contact: Bud Briggs

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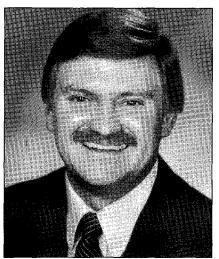
In close cooperation with the suppliers of vacation activities in the Province of Quebec, the Ministry of Tourism offers NESRA members opportunities to learn more about Quebec's products and facilities.





# viewpoint

## Is change a threat or opportunity for ES&R managers?



by Patrick B. Stinson

There is one unique characteristic that ES&R departments have over any other department in the company, a characteristic that ES&R managers must take advantage of—they can generate income for their department.

ow inflation, strong economy, less unemployment, competitive interest rates—all positive bywords of the 80's.

Mergers, acquisitions, takeovers, cutbacks, layoffs—all negative bywords we've heard during the 80's.

Which should we believe? It seems that people believe the word that is affecting them at the time. All of these things are occurring and for every layoff there seems to be a hiring, for every cutback there seems to be an expansion. This is true throughout the workforce as well as in the employee services and recreation field.

Women, baby boomers, an informational society, computers, robotics, global economy, and service—are all ingredients creating change in our workforce at a rate faster than ever before.

What's an ES&R manager to do in these times? Well it's time to step up to the forefront and make all of this constant change positive. ES&R programs make sense because of the bywords and ingredients aforementioned. These changes have created a stronger need for ES&R programs that improve health and

morale—and you must believe in the necessity that you provide.

Whether you are a full-time ES&R manager, a multi-hatter human resource manager or a volunteer leader of ES&R programs, in order to have continued success you must believe in what you're doing and be aware of the increasing value of its benefit to the company.

"When things aren't going well, ES&R programs are the first ones to be cut." A common statement that is false! Colleagues in public relations, research and development, human resources and a host of other departments are saying the same thing. Each person in the company is affected by budget cuts and they all think they will be the first to go. NESRA would not have survived 48 vears if this was true. ES&R programs would have been "firstcut" so many times during the past 50 years that there wouldn't be any members left. And yet, the fact is we now have more members than ever.

There are many reasons why ES&R programs survive. For example, when employee morale is low, these programs offer a boost and when employee money is tight, these programs allow them to stretch

their dollars.

However, there is one unique characteristic that the ES&R departments have over any other department in the company, a characteristic that ES&R managers must take advantage of—they can generate income for their department.

To have the ability to develop financial resources for the administration of your program is a win-win situation. It takes the burden off of relying totally on company support. Over the years, I have heard many companies say proudly that they want to give 100 percent financial support to the ES&R programs only to change their tune later. ES&R managers must be prepared for this change and initiate their own revenue-producing programs. This will not affect participation or the scope of your program—in general, employees are not looking for these programs to be offered free-they are just looking for an opportunity to participate.

This is not to say an ES&R program needs to be totally self-funded. In many cases and in many ways, it is a shared responsibility by the employees and the company. The win-win situation is that the company is benefitting from the employees reaping the social, mental and physical benefits of these programs; the employees are benefitting from participating in these programs at a lesser cost, convenient time and location, and with fellow workers.

Generating revenue for ES&R programs has almost unlimited resources. In many cases one is robbing Peter to pay Paul. In other words, use a source from one activity to offset the expense of another.

Company stores, employee association dues, activity fees and discount tickets, are common and excellent ways to generate income. A

majority of the associate members in NESRA can provide ES&R managers with programs that will enhance their opportunity to raise funds.

Change is not a threat but an opportunity. The opportunities for ES&R programs to survive and grow are almost limitless. Leisure activities have never been more important to people before.

A study by Yankelovich, Shelly and White Inc. documents a change since 1945 in American social values and attitudes towards leisure time.

Results indicate that between 1945 and 1960, Americans considered a two-week annual vacation a reward for a year of full-time work. In the 60's and 70's leisure came to be considered a right, not a privilege earned by hard work. In the 80's, leisure is considered not only a right, but a necessary stress-reliever.

As indicated earlier, there are all kinds of bywords and ingredients that indicate the need for ES&R

programs. To ensure that your programs are keeping up with change, the following steps must be taken:

- Offer as wide a variety of programs as possible. Too much emphasis on one aspect is not going to allow you to attain the highest possible percentage of employee participation.
- Know your workforce. Study the demographics of your employees such as age, sex, where they live, their interests and what community leisure activities are available.
- Involve families whenever possible. This helps to solidify the relationship between the employees and the company. We are well aware of the challenges facing families today and ES&R programs can help meet these challenges.
- Study recreation activities, benefits, workforce, social and economic trends. All of these can have an effect on ES&R programs.

- Obtain management support and participation. Management's involvement and knowledge of what you're doing is the responsibility of the ES&R manager.
- Generate revenue. As previously mentioned, take advantage of this unique opportunity for the ES&R department.
- Develop a full-time position. If you're a multi-hatter or volunteer, work toward the goal of the ES&R position becoming a full-time one. This has successfully occurred in many companies.
- You must believe in yourself, in what you're doing and what ES&R programs means to your company and to the American workforce!

Patrick Stinson is executive director of the National Employee Services and Recreation Association, Westchester, Illinois.

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# fitness/health update

## In Search of an Aerobics Instructor

n defining criteria for an aerobics instructor, let's begin by defining aerobic exercise. Aerobic means "with oxygen;" therefore, aerobic exercise is a variety of activities which creates an increased demand of oxygen for a prolonged period of time. This type of exercise trains the cardiovascular system to process and deliver oxygen quickly and efficiently throughout the body. As a body becomes fit, the heart begins to pump a larger volume of blood with each stroke and does so with fewer beats per minute. This reaction allows a body to become conditioned and able to exercise longer and more vigorously. It is the goal of your exercise instructor to introduce and teach aerobics in a fun, effective and, above all, safe manner.

As a manager or director of an employee services organization, you may find yourself asking the question, "what should I look for when hiring an aerobics instructor?" Of course, there is the obvious such as appearance. To the class, the exercise leader should exemplify the aspects of physical fitness. That is not to say your instructor should be flawless, but s/he will be serving as a role model to the class.

The instructor's commitment to improving employee fitness levels through aerobic exercise can demonstrate the effectiveness of the aerobics program and at the same time serve as a motivator. Attire is also an important aspect to consider.

Clothing and shoes should be appropriate to the activity. Shoes are an important detail to an aerobic instructor's wardrobe, and also allow you to learn about your potential instructor. If s/he is wearing improper shoes for teaching, that may be an indication of what s/he does not know. Proper shoes are very important, not only to the instructor, but to the participants.

44

by Karen McCord

Another obvious attribute is personality. People join an exercise class to get in shape, and a personable instructor makes the class fun, motivating and less like work. This factor also decreases the attrition rate in your program.

The final obvious characteristic is professionalism. An aerobics instructor has a tremendous responsibility in creating an impact that will enhance the lifestyle of all participants. S/he must conduct him/herself in a manner that communicates authority to participants. Aerobics is great fun and serious business at the same time. Class members should respect their teacher and the teacher should at all times maintain professionalism.

In addition to the obvious criteria, the employer must be aware of the educational requirements for an aerobics instructor. Cardiopulmonary resuscitation (CPR) certification should be mandatory for all instructors. Although cardiac arrest is a rare happening on the aerobics floor, if a problem occurred and the instructor was not prepared, the instructor and employer may both be liable.

First-aid certification is also important. Sprained ankles and twisted knees are common injuries in the aerobics room; therefore, the instructor should be able to provide immediate treatment before further assistance is available. The exercise leader is often perceived as a doctor or physical therapist. In most cases they are not, but they should be able to answer basic questions regarding sports-related injuries.

Other educational attributes are

sought through aerobic certification programs. These programs are extremely important and take the place of experience. If a candidate has completed the necessary certification, s/he will be equipped to handle large or small groups of any age. The number of years teaching is not as important as current certifications.

Teaching aerobics is becoming a very competitive field and as a result instructors are looking into the various certifications. Two of the most well known organizations for certification are the Aerobics and Fitness Association of America (AFAA) and the International Dance-Exercise Association (IDEA) Foundation. There are many other organizations both on the national and area level.

These certifications usually include both academia and practical testing. Depending on your needs, whether they are premium or basic, you may choose from several levels of exercise leaders. In other words, sometimes you may have to pay the price for a certified instructor, but do not be quick to judge the individual that does not carry an aerobic certification.

If you have no experience in hiring aerobic instructors, their level of knowledge may be a good barometer; however, keep in mind there are many criteria used in the evaluation. Regardless, all aerobic instructors should center their classes around the following format which ensures quality control within the aerobic exercise industry. The curriculum includes:

- knowledge in exercise physiology
- basic anatomy and kinesiology
- exercise programming skills
- leadership techniques
- emergency training
- health screening

## new members

- legal issues
- nutrition
- weight control

This information may be determined through an oral evaluation and a physical audition, both of which should be mandatory when interviewing a potential aerobic instructor for your organization. The audition allows the interviewer to see the instructor in action. Are they smiling, projecting their voice and do they have appropriate music? These are important factors to consider.

The expansion of the aerobic exercise industry has warranted the need for attention to legal liability. Every instructor faces the responsibility of giving proper instruction, supervising and knowing the capabilities and or limitations of their participants. A good aerobics instructor is an observant one.

If a participant is performing improperly, the instructor should physically correct him/her. This also adds a personal, truly concerned touch to your program. Safety should be the first and foremost concern of your instructor. This criteria may also be evaluated during the audition phase.

In conclusion, criteria for aerobic instructors varies from the obvious skill to knowledge. An instructor that fits into all categories is ideal, but keep in mind that a knowledgeable instructor may have no personality or vice versa. Upon reviewing the aforementioned standards and assessing your program needs, your decision should suit those needs.

Karen McCord is health/fitness director, Lewisville Texins Association, Lewisville, Texas

#### REFERENCES:

- The Aerobics and Fitness Association of America (AFAA), 15250 Ventura Blvd., Suite 310, Sherman Oaks, CA 91403-3201 (800) 445-5950; in California (800) 3-HEALTH or (818) 905-0040.
- International Dance and Exercise Association (IDEA), 6190 Cornerstone Ct. E., #204, San Diego, CA 92121-3773 (619) 535-8979.

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**\*\*Cleveland Employee Services Association/** Cleveland, Ohio. Contact Mary Berges—(216) 871-9900.

**Dayton Industrial Athletic Association**/Dayton, Ohio. Contact Raymond M. Rakar—(513) 455-4693.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford—(814) 456-8511.

League of Federal Recreation Associations/ Washington, D.C. Contact Arlene N. Williams—(202) 479-0089.

\*Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

Warren and Youngstown Employee Services/ Warren, Ohio. Contact Susan Gulakowski—(216) 841-4523.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Elise Auldridge—(301) 681-4183.

#### **REGION III**

Sr. Director-Beverly Weiss (313) 471-8654

\*\*Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Jesse Guerra—(312) 840-4305

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Beverly Weiss—(313) 471-8654.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

#### **REGION IV**

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Charles Snead—(803) 557-6543.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Reba Jones—(615) 361-2648.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Dr. William H. Tomlinson—(904) 646-2781.

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric—(407) 356-3365.

#### **REGION V**

Sr. Director—Jim Urick, CESRA (612) 733-6225 Director—Joe Hauglie, (612) 853-3383

\*Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd—(612) 459-1482

#### **REGION VI**

Director-Pamela K. Hahler (303) 744-5226

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Contact Lori Sharp—(303) 977-6605.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner—(314) 232-2336.

Metro Employees Recreation Chapter/Houston, Texas. Contact Dan Bush—(713) 880-6627.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Bob Brown—(214) 457-5997.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Pamela Paniszczyn—(512) 821-3033.

#### **REGION VII**

Sr. Director—Dave Baker, CESRA (213) 333-5693

Director—Diane Delaney-Talton, CESRA (213) 972-6675

Associated Industrial Recreation Council/ Burbank, California. Contact Carl Nicchitta— (818) 842-6121.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Verdene Allen—(714) 793-5982.

Employee Service and Recreation Orange County/Orange County, California. Contact Phyllis Smith—(714) 732-2432.

Golden Gate Chapter of Employee Services/ San Francisco, California. Contact Dale Shafer— (415) 973-5557.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Eileen Martinson—(213) 618-4747.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Contact Olivia Heleniak—(602) 894-7274.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick—(602) 794-8248.

\*Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough—(415) 273-2154.

\*San Diego Industrial Recreation Council/San Diego, California. Contact Tom Abbas—(619) 298-9699.

San Gabriel Employee Activities Association/ San Gabriel, California. Contact William Ranney—(818) 814-7585.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Jeff Cornish—(206) 924-2426.

Southern Nevada Employee Services and Recreation Association. Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

\*Tri-County Industrial Recreation Council/ Santa Clara, California. Contact Dee Nicholson—(408) 746-6800.

\*Leonard R. Brice Superior Award Winners
\*\*Chapter Merit Award Winners

#### **CONFERENCES & EXHIBITS**

The 1989 NESRA Conference and Exhibit will be held May 3-7, at the Grand Kempinski Hotel in Dallas, Texas. For more information, contact NESRA headquarters—(312) 562-8130.

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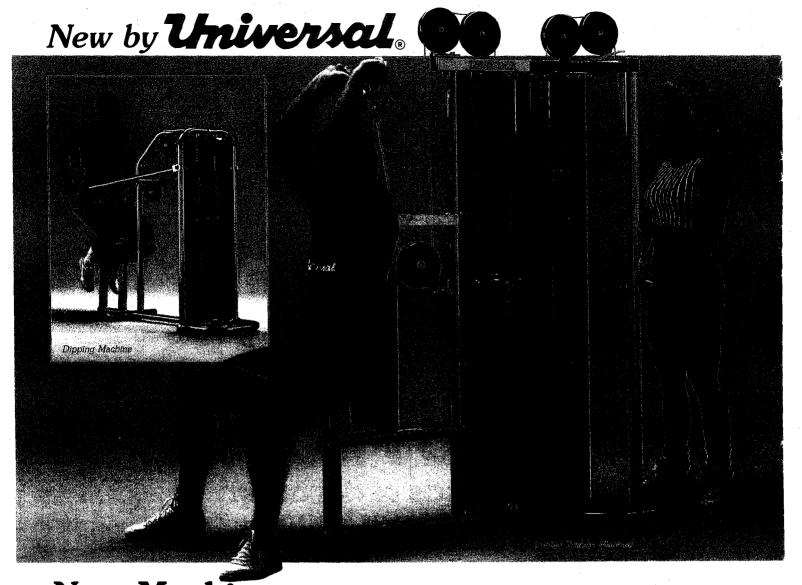
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